Message from the President

Greetings,

As we examine information technology at Muskegon Community College, the fundamental question still remains: How do we meet student's expectation of current technology? Should we be on cutting edge or bleeding edge? How do we use the tools available to us to differentiate pedagogy to specific learner need? How does technology link to our overall strategic plan?

In summer of 2006 college created and Board of Trustees approved its first Strategic Plan. One of the highest priorities for strategic plan is to Develop and Implement Long Range Planning. One of the goals of this priority is to create and implement IT strategic plan which will be linked directly to the Colleges Strategic plan. IT Strategic plan will include assess the technology needs of faculty, student and staff while acquiring funding for the acquisition and use of technological resources to facilitate funding. There will be strategies for professional development as well as training for faculty and staff on the technology.

One broad area of improvement on campus exists in TECHNOLOGY. As the role of technology continues to affect the breadth and scope of access to critical information and its application, you can be assured that Muskegon Community College is committed to providing students and the public the finest technological resources available to support the educational process.

I expect the Strategic Plan that follows to be a living document which will be assessed every year and changed as campus needs and expectations and technology changes in years ahead.

The faculty, staff and administrators who have worked on this plan have devoted great deal of time and resources. The participation included great deal of thoughts, inspiration, and healthy discussions and vision what MCC should be and how technology can assist in the process. I would personally like to thank everyone who was involved.

Dr. David L. Rule, President/CEO
Muskegon Community College

Introduction

Founded in 1926, Muskegon Community College serves nearly 5,000 students from Muskegon and surrounding counties. The 111-acre campus is
made up of the Academic Complex, the Technology Building, the Hendrik Meijer Information Technology Center, the Bartels-Rode Gymnasium, and the Frauenthal Foundation Fine Arts Center. Opened in January 2006, the Hendrik Meijer Information Technology Center is most recent addition to the campus. The newly opened library provides a range of digital materials, services, and computing access. Adjacent to the Cyber Café, the library is a popular venue for range of academic and social activities.

Western Michigan’s economy is undergoing a transition from traditional manufacturing to high-tech and service industries. This economic transition combined with a historically stable population and long-term area residents, casts MCC in a critical role in retooling residents’ skills and employability. This role may be seen in the enrollment patterns at MCC with approximately traditional age, full-time students accounting of approximately 50% of enrollments and part-time and older students making up the rest of the population.

MCC is competitive among its peer institutions in terms of tuition, enrollment and graduation rates. It does, however, surpass its competition with the lowest student-to-full-time, tenured faculty ratio, thus reinforcing MCC’s reputation as a warm, caring institution.
Information Technology at MCC

In 2005, Muskegon Community College (MCC) outsourced its Information Technology function to Sungard Higher Education Managed Services (formerly Collegis). As part of this partnership, Sungard Higher Education manages the Office of Information Technology (OIT) at MCC and is responsible for the daily IT function at the College. The purpose of this plan is to ensure the IT operation is align with the College's vision and strategic direction, identify the priorities, resources required, and timeframes for implementation. Over the past year, OIT has completed several key projects which further MCC's ability to offer students a high-quality experience and produce tech-savvy graduates. The following highlights the projects OIT has led on campus over the past twelve months.

- Implemented five Datatel modules
- Provided students with MCC e-mail and network accounts
- Deployed wireless access to the majority of the campus and significantly increased bandwidth
- Employed tools to filter email and reduce Spam
- Supported the technology infrastructure in the new library
- Moved the Testing Center to a more accessible location
- Completed a campus-wide PC inventory to support a more robust replacement program
- Re-imaged all computer labs on campus to upgrade machines
- Supported faculty and staff ability to use technology by expanding the scope and nature of training offerings
- Upgraded the infrastructure supporting MCC's website to provided expanded functionality and capacity
- Maintained high levels of user satisfaction with Help Desk and other support services

These projects, and others, were accomplished by the eleven-member OIT staff. The chart below describes the organization of the OIT operation.
IT Governance Council
The IT function at MCC is overseen by a fifteen-member IT Governance Council. The IT Governance Council attends to both administrative and instructional IT functions and makes recommendations to the MCC Coordinating Council regarding the following.

- Review and recommend Information technology policies and procedures
- Review and recommend software and hardware standards
- Review and address technology issues that affect the College as a whole
- Review technology tactical plan on yearly basis
- Address concerns related to the services provided by the Office of Information Technology
- Provide ongoing oversight and recommendations pertaining to the OIT Strategic Plan

The IT Governance Council is comprised of the following members:

A. Voting:
   - CIO (1)
   - Faculty (4) – at least one of them should be teaching online classes
   - Distance Education Coordinator (1)
   - Library (1)
   - Secretarial (1)
   - Custodial (1)
   - Administrative (2)
   - Student Services (2)
   - Student (2)

B. Non-Voting:
   - FIT Implementation Oversight Council
   - Web Council
   - Recorder
   - IT Support Staff
IT Strategic Planning Process

Strategic planning is a process which seeks to clarify what an organization is, what it wants to be, and how, specifically, the organization can successfully make the transition. A strategic technology plan provides direction and a management strategy within the context of changing internal and external environments while it sets the philosophy and direction for the use of information technology within the College.

The specific planning process used for development of this IT Strategic Plan is a modification of the organizational transition methodology described in Organizational Transitions by Beckhard and Harris¹. This methodology is based upon the principle that:

...a core dilemma for executives and leaders is how to maintain stability in their organizations and, at the same time, provide creative adaptation to outside forces; stimulate innovation; and change assumptions, technology, working methods, roles and relationships, and the culture of the organization itself. (Ibid, p. 1)

The planning approach that has been adapted for use by MCC, from the methodology proposed by Beckhard and Harris, requires the following steps:

- Development of a “future state” vision of how the use of information technology, in its broadest definition, should add value in support of the college vision, mission, and goals.
- Development of planning assumptions that details the environment in which the college currently exists.
- Development of guiding principles that should govern the decisions and actions of OIT and are aligned with the mission and goals of the college.
- Development of goals and strategies, aligned with the college vision, mission, and goals, to enable the college to move forward toward its desired “future state” in accordance with the guiding principles.

The graphic below illustrates the dynamic nature of the planning process in that the results of implementing this plan continually feed into and refine MCC’s vision for the future of technology at the College. While the planning process is, in of itself, valuable as it engages stakeholders from across the College, its true value lies with MCC’s ability to implement this plan and make the College’s vision for the future a reality.

Terms Used
Several terms and acronyms are used in this document and they are defined below.

CIO  Chief Information Officer
CIS  Computer Information Science
CTL  Center for Teaching & Learning
CVIT Compressed video interactive television
DE  Distance Education
FIT  Future Information Transformation
FY  Fiscal Year
HR  Human Resources
IRD Institution Research Department
IT  Information Technology
MCC Muskegon Community College
OIT Office of Information Technology
PC  Personal Computer
SCHE Stevenson Center for Higher Education
SHE Sungard Higher Education
TBD To be determined
WMU Western Michigan University
Integrating IT into the College

College Vision and Mission

As the local community college, MCC is focused on providing opportunity and access to individuals and the community they serve. As such, the college’s vision statement is:

*Building our community’s gateway to opportunities ... creating the first and best choice for success.*

In seeking to fulfill its mission, the College has eight areas it focuses on.

1. *Prepare students for successful transfer to four-year colleges and universities, and enable students to pursue higher-level degree opportunities through our local partnerships with university programs.*
2. *Develop technical and vocational skills necessary to enter and/or advance in the technologically sophisticated workplace of the 21st century.*
3. *Provide for the assessment and/or improvement of learning skills and attitudes necessary for a successful educational experience.*
4. *Meet the unique educational, cultural, and societal needs in the community through special courses, seminars, and exhibits.*
5. *Respond in a rapid fashion to the ever-changing educational and training needs of local and regional business and industry.*
6. *Stimulate intellectual curiosity, promote humanitarian values and enhance the general educational experiences necessary for persons to function as effective citizens.*
7. *Create an atmosphere where diversity is acknowledged and encouraged.*
8. *Provide comprehensive student services that are conducive to student learning and satisfaction in all facets of the college experience and appropriate to an open door community college.*

**MCC Mission**

Muskegon Community College, an associate degree-granting institution of higher education, is a center for lifelong learning which provides persons the opportunity to attain their educational goals by offering programs that respond to individual, community, and global needs.
The following table illustrates the alignment of IT strategic goal with the College Strategic Priorities:

<table>
<thead>
<tr>
<th>IT Goals</th>
<th>Develop and Implement Long Range Planning</th>
<th>Enhance Outreach Programs to Establish MCC as Center of Life Long Learning</th>
<th>Restructure Student Services</th>
<th>Promote Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Alternate Funding</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2. Communication</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>3. Training</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4. Infrastructure</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>5: Support Emerging Needs of the College</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>6: Technical Standardization</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>7: Access to Internal Database for Employees</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8: Access to Meet Educational and Administrative Needs of Community</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**Vision for the Office of Information Technology**

The planning team crafted a vision statement for information technology which crystallizes OIT's focus by describing how IT supports MCC in its pursuit of the College's vision and mission. This statement has four main components; supporting the teaching and learning experience, technical innovation and leadership, connections and facilitating access, and ease. It is intentionally meant to be "from the heart" and provides a sense of what "fits" and what does not. The statement is a picture of the institution's use of technology in the future.

**Vision for OIT**

The Office of Information Technology supports the College mission by leading technical innovation at MCC. OIT facilitates reliable access to College resources that are dependable, consistent, easy to use, and encourage connections among individuals, the College, the local community, and the world beyond Muskegon County.
Guiding Principles

Making progress toward the ideal information technology state requires making numerous difficult decisions and choices. Future decisions will not be made in a vacuum. As such, the planning team, working from the framework of the College’s Guiding Principles, sought to develop principles that could be used to assist in the decision-making process. As decisions are required, these principles are designed to help guide actions when choices are not clear. They are meant to provide a context for consistent decision-making that is not just focused on doing things right, but rather on doing the right thing.

In serving Muskegon Community College, the Office of Information Technology will employ the following guidelines in making decisions to serve the College community.

- **IT services are economically responsible, ethically managed, and accessible.**
- **IT provides comprehensive support to MCC’s programs and services to meet the diverse and lifelong educational needs of the College community.**
- **The College’s IT assets are an investment which is managed in an accountable and responsible fashion thus maintaining them for future generations.**
- **OIT assures quality, continuous improvement, and relevancy through continuous assessment of all IT systems and services.**
- **IT facilitates the College’s efforts to achieve established learning outcomes.**
- **OIT leads the College in exploring technology which the College may employ to make Muskegon County a better place to live and work.**

Planning Assumptions

Planning assumptions represent what the planning team believes to be true about MCC’s current environment. These assumptions are based upon the observations and opinions of the planning team members and are intended to describe the current factors that have a bearing on the development and implementation of the College’s information technology strategic plan. In making this assessment, planning team members reflected upon: the current environment (comprising physical infrastructure, policies, culture, higher education partners, and vendors); faculty, staff, and administration; students; and the community and external environment.

**Environment (physical, policies, culture, HE partners, vendors)**
- MCC provides BA, 2+2, and 3+1 degrees
- MCC provides graduate degrees
- MCC works with outside vendors (currently Sungard Higher Education, Bistro, and Barnes & Nobel)
- Vendors provide expertise in their respective areas
- MCC has interactive CVIT classrooms
- MCC has Channel 98 and Radio FX
- The appearance of the physical campus has appeal
- MCC has a beautiful hiking trail
- MCC has a Planetarium
- Rental income is generated from SCHE partners
- The building will be maintained to meet the College’s needs
- MCC policies meet desired goals
Everyone in the area knows about MCC  
There will always be a Main Campus  
MCC is a warm, friendly, and welcoming place

Faculty & Staff & Administration
- Employees love this place and have the best interest of the College at heart  
- There is a heavy reliance on a significant number of adjunct instructors  
- There is a varying level of loyalty, connection, and inclusion  
- MCC has shared governance and somewhat of a democracy  
- MCC employees feel a sense of security, stability, and longevity  
- MCC has a non adversarial but collegial atmosphere  
- All employees have a vested interest in the future and success of MCC  
- Some employees are also students  
- Employees volunteer in community events (i.e., blood drives, Mayfest)  
- Employees have a responsibility to participate in the community

Students
- Students come here for a level of convenience  
- Students want to learn and be a part of a learning community  
- MCC accepts all students regardless of abilities or disabilities  
- Majority of MCC students have financial needs  
- Large percentage of MCC students have remedial needs  
- Students have some level of technical skill  
- Students have a level of maturity and integrity  
- Some students are dually enrolled in high school  
- Some students are graduate students  
- MCC is and always will be an Open Door institution  
- MCC is and always will be a two-year institution  
- Students have goals

Community & External
- The MCC external community includes: local work force, business, stakeholders, government funding agencies, competition, fundraisers, College service area, alumnae, transfer schools, and high schools  
- Local manufacturing is dying  
- There is a displaced, under skilled workforce  
- Competition is everywhere and they want MCC’s students  
- The local economy is tight and funding opportunities are scarce  
- MCC’s projects are not necessarily governmental projects  
- MCC can be part of a solution for the local economy and displaced workforce  
- Donors exist and are willing to contribute  
- MCC adds value to the community  
- The local population is predominantly blue collar and has had little exposure to a liberal arts education  
- MCC provides value for its tuition  
- MCC prepares students to transfer  
- Large percentage of graduates will continue to reside in the area  
- Most of the community has had some sort of contact with MCC  
- MCC provides conference and catering services
Implementing Strategic Objectives

The information technology strategic planning process that resulted in the development of this strategic plan for MCC focused attention on how information technology can and should be used to further its mission. This is important because in order for this planning process to be truly successful, the institution must be able to operationalize this plan on an annual basis.

The Implementation Grid below contains information that will better ensure that the Information Technology goals of MCC will be better accomplished. Components of this grid include the following.

- Goals which are strategic level targets.
- Key performance indicators identify completion characteristics or milestones of progress for goals. Answers the question, “How will we know when we have achieved the goal?”
- Strategies associated with each goal identify implementation actions.
- Dependencies are those events or environments that must take place or be in existence before implementation of a strategy can begin.
- Responsible Party identifies the individual, department, or council that has major responsibility for accomplishment of each of the IT strategies. 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 strategies as well as more detailed project plans. Where multiple owners are listed, the first individual or group listed has primary responsibility for ensuring the implementation of the strategy.
- Resources include: potential grants that have been identified for strategies that align with grant opportunities in the federal, state and corporate/private sectors.
- FY columns show the implementation timeline. 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.
- Outcomes which are anticipated as a result of successful completion of the strategy.
# Implementation Grid

**Goal 1:** OIT will support MCC efforts to increase alternative funding sources for technology initiatives.

**KPIs:**
- Secure resources outside of the OIT budget

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| 1.1      | Institutional Research  
Center for Teaching and Learning | | FY 06-07 | Secure one new grant |
| 1.2      | OIT | | FY 07-08 | |
|          | Purchasing Lakeshore Business & Industry Industrial training  
Faculty | | FY 08-09 | Establish one new partnership |
Goal 2: OIT will support open communication by soliciting input from the College community on technology needs and communicate the importance of those needs to the College stakeholders.

KPIs:
- Increased user awareness and satisfaction with technology
- Increased OIT participation in planning

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 OIT initiates contact with College departments and divisions to share their strategic plans such that OIT can respond accordingly.</td>
<td>Dept Chairs, Councils, OIT</td>
<td>Completed strategic plans of each dept (i.e., Academic Master Plan, Enrollment Plan, Budget Plan etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Divisions are cross-represented on each other's strategic initiatives &amp; plans</td>
</tr>
<tr>
<td>2.2 OIT provides consistent communication with all stakeholders.</td>
<td>OIT, President’s Cabinet</td>
<td>Communication vehicles exists, Established OIT Communication Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increased awareness as defined by user surveys</td>
</tr>
<tr>
<td>2.3 OIT provides Board of Trustees and Cabinet information on new and emerging technologies for teaching, learning, and administrative processes.</td>
<td>OIT</td>
<td>SHE presentations &amp; trends reports</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Whitepaper on tech trends</td>
</tr>
</tbody>
</table>
**Goal 3:** OIT will provide and/or facilitate mutually agreed upon training and support for administrative functions and enhance teaching and learning activities of the College.

**KPIs:**
- All MCC employees will have achieved appropriate level of training on technology systems and products

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| 3.1 Assess current technology skills and needs of MCC employees and provide ongoing training | OIT: Instructional Technology Specialist
Administrative Services | | CTL w/ managers and supervisors | x | | | X% (% TBD) MCC employees participate in assessment process |
| 3.2 Provide training for all MCC employees on new technical systems | OIT: Instructional Technology Specialist
Administrative Services | Completion of 3.1 | | x x x | | Create training as need for new systems |
| 3.3 Provide training for all new MCC employees on technical systems | OIT: Instructional Technology Specialist
Administrative Services | | | x x x | | Every new employee complete technical training within X days of employment |
<p>| 3.4 Implement flexible training models to fit need of users. (i.e., train the trainer, one-on-one, just in time, etc) | OIT: Instructional Technology Specialist | | Super users | x x x | | Create x training modules per year |</p>
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Support and enhance online access and services</td>
<td>OIT</td>
<td></td>
<td>IT Council, Faculty, Grants (i.e., Sloan Foundation, Title III)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Expanded range of services</td>
</tr>
<tr>
<td></td>
<td>DE Coordinator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Supply stable IT environment</td>
<td>OIT</td>
<td></td>
<td>IT Council, Faculty</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Decreased downtime / unscheduled downtime</td>
</tr>
<tr>
<td>4.3 Supply a secure IT environment</td>
<td>OIT / Contact Administrator</td>
<td></td>
<td>IT Council</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Decreased number of unauthorized accesses / intrusions</td>
</tr>
<tr>
<td></td>
<td>Administrative Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4 Supply appropriate bandwidth</td>
<td>OIT</td>
<td></td>
<td>IT Council</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Report on bandwidth use</td>
</tr>
<tr>
<td></td>
<td>Administrative Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5 Develop a plan for the evolution of IT infrastructure</td>
<td>OIT</td>
<td></td>
<td>Faculty, SHE resources</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Approved plan</td>
</tr>
</tbody>
</table>
### Goal 5: OIT will support technology facilitating the emerging needs of the college.

**KPIs:**
- MCC's technology meets determined emerging needs

<table>
<thead>
<tr>
<th>Strategy Description</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 OIT will continuously assess available and future technologies against the</td>
<td>OIT</td>
<td>Assessment</td>
<td>Faculty</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Regular presentations &amp; whitepapers on emerging technology</td>
</tr>
<tr>
<td>emerging needs of the College</td>
<td>IT Council</td>
<td>emerging College needs</td>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>CTL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Grants (i.e., HP Teaching for Technology Grant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Outside Vendors &amp; Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.2 OIT will recommend technology to the College for consideration</td>
<td>OIT</td>
<td>Determine</td>
<td>IRD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>Presentations and demos as appropriate</td>
</tr>
<tr>
<td></td>
<td>IT Council</td>
<td>the appropriate level of technology maturity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.3 OIT will pilot and implement technology deemed appropriate by the College</td>
<td>OIT</td>
<td></td>
<td>CTL</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>On-time and on-budget implementation of selected project</td>
</tr>
<tr>
<td>to support the College's evolving needs</td>
<td>IT Council</td>
<td></td>
<td>Institutional Research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Services</td>
<td></td>
<td></td>
<td>Impacted depts., faculty, and staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Goal 6: OIT will establish technical standardization as appropriate.**

**KPIs:**
- Consistent standards are applied to technology infrastructure, systems, policies, and procedures.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Assist in the development and implementation of software policies for all user's computers</td>
<td>OIT</td>
<td></td>
<td>All users</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Approved software policies, Communication Plan, Assessment of policies</td>
</tr>
<tr>
<td></td>
<td>IT Council</td>
<td></td>
<td>Selected Outside Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>FIT Oversight</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.2 Assist in the development of standards within IT policies and practices</td>
<td>OIT</td>
<td></td>
<td>All Users</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Approved policies and procedures, Communication Plan, Assessment of standards</td>
</tr>
<tr>
<td></td>
<td>IT Council</td>
<td></td>
<td>Selected Outside Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>FIT Oversight</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.3 Develop a purchasing and lifecycle plan for computers following a 2-5 year cycle and budget plan</td>
<td>OIT</td>
<td></td>
<td>SHE Resources</td>
<td>x</td>
<td>x</td>
<td></td>
<td>Approved life-cycle plan</td>
</tr>
<tr>
<td></td>
<td>IT Council</td>
<td></td>
<td>Selected Outside Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Administrative Services</td>
<td></td>
<td>Faculty, Staff, and Students</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.4 Evaluate the need and use of shadow systems, where appropriate</td>
<td>OIT</td>
<td></td>
<td>Establish definition of appropriate shadow systems</td>
<td></td>
<td></td>
<td></td>
<td>Integration or elimination of redundant systems</td>
</tr>
<tr>
<td></td>
<td>IT Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Administrative Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>FIT Oversight</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Goal 7:** Upon approval of the College, OIT will provide secure and reliable direct access to MCC internal databases.

**KPIs:**
- Authorized users have access to data necessary to support their decision-making

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Research solutions that will improve efficiency in retrieving data from the systems.</td>
<td>OIT FIT Oversight IT Council</td>
<td></td>
<td>IRD Grants (i.e., Title III)</td>
<td>x</td>
<td>x</td>
<td>A plan for efficient data retrieval</td>
<td></td>
</tr>
<tr>
<td>7.2 Support the collection of accurate data that can be easily accessed onsite and remotely by appropriate users.</td>
<td>OIT FIT Oversight IT Council</td>
<td>Completion of item 7.1 Accurate input of data</td>
<td>Grants (i.e., Title III)</td>
<td>x</td>
<td>x</td>
<td>Database structure which supports data retrieval plan</td>
<td></td>
</tr>
<tr>
<td>7.3 Support data-driven decision making for teaching, learning, and administrative operations and initiatives.</td>
<td>OIT FIT Oversight IT Council</td>
<td></td>
<td>Grants (i.e., Title III, Lumina Foundation)</td>
<td>x</td>
<td>x</td>
<td>Approved data structures</td>
<td></td>
</tr>
</tbody>
</table>
**Goal 8:** OIT will provide access to meet the educational and administrative technology needs of the MCC community.

**KPIs:**
- Users will have access to MCC resources regardless of their location

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsible Parties</th>
<th>Dependences</th>
<th>Resources</th>
<th>FY 06-07</th>
<th>FY 07-08</th>
<th>FY 08-09</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Provide off-campus access to technical resources for appropriate users</td>
<td>OIT IT Council</td>
<td></td>
<td>FIT Oversight Library staff DE Coordinator Grants (i.e., Sloan Foundation, Title III)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Users have access</td>
</tr>
<tr>
<td>8.2 Provide easy access to technical resources to appropriate users.</td>
<td>OIT IT Council</td>
<td></td>
<td>FIT Oversight Library Staff DE Coordinator Grants (i.e., Sloan Foundation, Title III, Oracle Portal Grant)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Single Sign-on portal system Provide access to data for HE Partners</td>
</tr>
</tbody>
</table>
Appendix 1: Grant Source Recommendation Information

Below is specific information on the grant potential identified in the above implementation grid in the Resources Column.

HP Technology for Teaching Grant Initiative

Scope: The HP Technology for Teaching Grant Initiative
http://www.hp.com/hpinfo/grants/us/programs/tech_teaching/higher_ed_main.html The HP Higher Education HP Technology for Teaching grant initiative is designed to support colleges and universities positively impact student learning and increase the pipeline of students graduating with degrees in engineering, computer science and business. This initiative supports the development of mobile technology environments that, at their fullest implementation, will:

- Transform teaching and learning in the higher education environment
- Measurably improve student achievement
- Inspire and engage faculty across and between institutions to adopt technology-enhanced instructional best-practices in their classrooms
- Foster scholarly research and publications that document the positive impact that course redesign combined with mobile technology can have.

Funds: see website for detailed package, value of cash stipend and equipment: $69,000

The Alfred P. Sloan Foundation  www.sloan.org

Funding Focus: The Sloan Foundation has five primary programs which focus on the following topic areas: (a) Science and Technology; (b) Standard of Living and Economic Performance; (c) Education and Careers in Science and Technology; (d) Selected National Issues; and (e) the Civic Program. Of particular interest to institutions of higher education is the Anytime, Anyplace Learning (ALN) program. The program goal is to make high quality learning, education and training available anytime and anywhere for those motivated to seek it. Today 2.5 to 3 million learners take at least one course online from an accredited institution through the Sloan teaching style (ALN). Although about 15% of all current students take at least one ALN course, only about 6 percent of higher education enrollments are in ALN, and many disciplines remain unrepresented. The ALN strategy going forward is to maintain the ALN growth rate, (1) by funding a few institutions to demonstrate a complete package of educational offerings and associated local advertising for "near-campus" learners through ALN and "blended" (part-ALN) courses, (2) by creating a small institution of college presidents to articulate and publicize, particularly to their peers (through specialized means such as conferences and also the public media) how ALN is successfully delivering elements of their institutional strategies, (3) by continuing our efforts to establish a larger ALN presence in
minority institutions, and (4) by seeking partnerships with Federal and state
governments to institute large-scale ALN implementations for worker re-training.

Foundation/Program Name: Lumina Foundation for Education

Funding Focus: Lumina Foundation for Education has begun the second phase of its
College Costs: Making Opportunity Affordable initiative by allocating $25.5 million toward
a three-pronged initiative to lower the cost of college. Over the next five years, the
organization will support promising efforts for affordability and access, continue building
and sharing a portfolio of effective high quality approaches, and mount a public
education effort to build the will for reforms to lower the cost of college for generations to
come. The goal of the program is to help build the 21st century higher education system
the nation needs, with expanded access, greater success, and improved quality, at a
cost that students and the public can afford. To meet this goal, the Foundation has
identified three primary objectives: (1) Increase the productivity of higher education by
lowering costs while raising quality; (2) Reduce the time it takes to earn a certificate or
degree; (3) Increase access and success among low-income students, first-generation
students, adult learners and students of color. Grant-making guidelines aimed at the
strategies above will be announced later this year.

Title III – Strengthening Institutions Program, Department of Education

Scope: Assists eligible institutions to become self-sufficient by providing funds to
improve and strengthen academic quality, institutional management and fiscal stability.
One year planning grants and five-year development grants are awarded. Funds may be
used for (A) faculty development; (B) funds and administrative management; (C)
development and improvement of academic programs; (D) acquisition of equipment for
use in strengthening funds management and academic programs; (E) joint use of
facilities such as libraries and laboratories; and (F) student services. Specifically
authorized activities include: (1) Purchase, rental, or lease of scientific or laboratory
equipment for educational purposes, including instructional and research purposes. (2)
Construction, maintenance, renovation, and improvement in classrooms, libraries,
laboratories, and other instructional facilities, including the integration of computer
technology into institutional facilities to create smart buildings. (3) Support of faculty
exchanges, faculty development, and faculty fellowships to assist in attaining advanced
degrees in the field of instruction of the faculty. (4) Development and improvement of
academic programs. (5) Purchase of library books, periodicals, and other educational
materials, including telecommunications program material. (6) Tutoring, counseling, and
student service programs designed. (7) Funds management, administrative
management, and acquisition of equipment for use in strengthening funds management.
(8) Joint use of facilities, such as laboratories and libraries. (9) Establishing or improving a
development office to strengthen or improve contributions from alumni and the private
sector. (10) Establishing or improving an endowment fund. (11) Creating or improving
facilities for Internet or other distance learning academic instruction capabilities,
including purchase or rental of telecommunications technology equipment or services.
Deadlines: Typically an annual funding cycle. Closing date for 2006 was July 3rd, but
deadline is typically earlier. Watch for announcement in December 2006 for on-line
eligibility application deadline. This is the first step in determining eligibility and/or waiver status.
This proposal requires comprehensive planning, typically taking up to a year to complete.

CampusEAI Consortium's Oracle Portal Grant Program

Scope: is designed to cover the costs of software, hardware and services associated with the implementation of CampusEAI's Oracle Portal system, an intranet portal that integrates with online learning, administrative computing and student services systems. The Grant offering includes hardware, software, project management, installation, and training costs necessary to install and operate CampusEAI's Oracle Portal, in the form of a grant. Funding: ranges between $250,000 to $1,000,000 in software, hardware, and services, depending on the size and requirements of the school. Deadline: Usually September. Check website for details:
https://ceai1.campuseai.org/portal/page?_pageid=933,5341184&_dad=portal&_schema=PORTAL
## Appendix 2: Who Participated in Planning

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. David Rule</td>
<td>President</td>
</tr>
<tr>
<td>Diana Osborn</td>
<td>Executive VP Administrative Services</td>
</tr>
<tr>
<td>Cindy Atwood</td>
<td>SHE, General Manager</td>
</tr>
<tr>
<td>Janie Brooks</td>
<td>VP of Student Services</td>
</tr>
<tr>
<td>Dr. Don Crandall</td>
<td>Board of Trustees</td>
</tr>
<tr>
<td>Carol Briggs-Erickson</td>
<td>Library</td>
</tr>
<tr>
<td>Harry Brown</td>
<td>CIS</td>
</tr>
<tr>
<td>Pam Brown</td>
<td>Nursing</td>
</tr>
<tr>
<td>A.J. Colburn</td>
<td>College Services</td>
</tr>
<tr>
<td>Kelley Conrad</td>
<td>Counseling</td>
</tr>
<tr>
<td>Joe Doyle</td>
<td>Administrative Services</td>
</tr>
<tr>
<td>Becky Evans</td>
<td>English</td>
</tr>
<tr>
<td>Aaron Hilliard</td>
<td>HR</td>
</tr>
<tr>
<td>Lise Jenkins</td>
<td>SHE, Consultant</td>
</tr>
<tr>
<td>George Maniates</td>
<td>Student Services</td>
</tr>
<tr>
<td>Sue Meeuwenberg</td>
<td>Distance Education</td>
</tr>
<tr>
<td>Connie Mundinger</td>
<td>Academic Affairs</td>
</tr>
<tr>
<td>Deb Newson</td>
<td>WMU</td>
</tr>
<tr>
<td>Scott O’Neal</td>
<td>OIT</td>
</tr>
<tr>
<td>Mark Porcaro</td>
<td>OIT</td>
</tr>
<tr>
<td>Jean Roberts</td>
<td>Records &amp; Registration</td>
</tr>
<tr>
<td>Kamlesh Sanghvi</td>
<td>OIT</td>
</tr>
<tr>
<td>Christi Segal</td>
<td>SHE, Consultant</td>
</tr>
<tr>
<td>Jeff Stipes</td>
<td>Mfg. Technology</td>
</tr>
<tr>
<td>Teresa Sturrus</td>
<td>Academic Affairs</td>
</tr>
<tr>
<td>Julie Weller</td>
<td>Public Information</td>
</tr>
<tr>
<td>Patricia Werly</td>
<td>OIT</td>
</tr>
<tr>
<td>Rosemary Zink</td>
<td>Financial Services</td>
</tr>
</tbody>
</table>