



Muskegon

Community College

Technology Strategic Plan 2011-2013



Table of Contents

The Muskegon Community College Technology Strategic Plan.....	3
Executive Summary	4
About Muskegon Community College.....	4
Muskegon Community College’s Mission and Goals	5
Technology Strategic Planning Context	6
The Technology Mission, Vision, and Values	6
Strategic Technology Goals	6
Strategic Alignment.....	6
Technology Goal Alignment Grid.....	7
Implementing the Technology Strategic Plan.....	8
Goal 1: Improve communications and information services to promote academic success.	
(V10)	9
<i>(Supports Institutional Strategic Plan Priority 1: Academic Foresight, and Priority 2: Service to Students and Community)</i>	9
Goal 2: Provide easy and appropriate access to accurate and consistent data to all MCC Personnel.	10
<i>(Supports Institutional Strategic Plan Priority 2: Service to Students and Community, and Priority 4: Resource Development)</i>	10
Goal 3: Provide an adapting technological infrastructure that supports existing and future needs.	11
<i>(Supports Institutional Strategic Plan Priority 3: Physical Space and Infrastructure, Priority 4: Resource Development, and Priority 5: Human Resource Management)</i>	11
Goal 4: Create a culture where learning new skills is encouraged and expected.	12
<i>(Supports Institutional Strategic Plan Priority 5: Human Resource Management)</i>	12
Goal 5: Provide effective processes and services that enable employee success.	13
<i>(Supports Institutional Strategic Plan Priority 1: Academic Foresight, and Priority 2: Service to Students and Community)</i>	13
Appendix A –Planning Participants	14
Appendix B – The Technology Strategic Planning Process	17
Appendix C – Integration with the Muskegon Community College Strategic Plan.....	17

The Muskegon Community College Technology Strategic Plan

This Technology Strategic Plan describes MCC's direction for technology through the adoption of the five strategic goals. The goals are designed to move the institution toward its future vision for technology. The planning process that resulted in the development of these goals focused attention on how technology can and should be used to achieve MCC's institutional mission and vision.

Technology Mission - To provide the college's stakeholders with services, support, and access to information to advance our institutional mission.

Technology Vision - Lead innovation through adapting and evolving services that promote learning and support anytime-anywhere activities

The Muskegon Community College technology vision will be realized by achieving the following five strategic goals.

1. Improve communications and information services to promote academic success.
2. Provide easy and appropriate access to accurate and consistent data to all MCC Personnel.
3. Provide an adapting technological infrastructure that supports existing and future needs.
4. Create a culture where learning new skills is encouraged and expected.
5. Provide effective processes and services that enable employee success.

Executive Summary

This Technology Strategic Plan is intended to provide MCC with a vision and roadmap which enhances technology services while supporting the College's commitment to;

- The Pursuit of Knowledge
- Academic Freedom
- Diversity
- Quality
- Shared Governance
- Community Leadership
- Professional Collegiality and/or Integrity
- Access

This Technology Strategic Plan articulates the institution's technology strategic direction for fiscal year 2011 through 2013. The plan is intended to provide strategic and tactical direction for technology while being fully aligned with the institutional plan.

MCC's Technology Strategic Planning Team (Appendix A) developed the elements within this plan during a series of facilitated strategic planning sessions. The strategic planning team analyzed internal and external environmental conditions in higher education through a variety of techniques which included interactive discussions and other exercises.

About Muskegon Community College

Providing service to the lakeshore region of West Michigan, Muskegon Community College (MCC) is located near the shores of Muskegon Lake and Lake Michigan. MCC serves a broad and diverse student body of over 5,000, with an average age of 27 years, and offers 41 Associate Degree programs and 48 Certificate programs known for their transferability and value.



MCC was founded as Muskegon Junior College in 1926, and has been continually accredited by the Higher Learning Commission of North Central Association since 1929. The community college district was created via the Michigan Constitution of 1963 along with an elected Board of Trustees and the college moved to its current campus location, an Alden B. Dow designed facility that opened to the public in 1967. In 1995, the Stevenson Center for Higher Education opened; comprising a consortium of Ferris State University, Grand Valley State University, and Western Michigan University, designed to increase access to educational opportunities for Muskegon residents. In 2010 the Outdoor Learning Lab, a focal point of green technology and center for MCC's new Alternative and Renewable Energy certificate program opened. The college is currently located on a 111-acre campus in Muskegon, with extension centers in Fremont, Grand Haven, Newaygo and Whitehall.

Muskegon Community College's Mission and Goals

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.

To fulfill its mission, MCC is committed to:

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. Prepare students in critical thinking, communication and long-term learning skills for the changing challenges of the future.
3. Develop technical and vocational skills necessary to enter and/or advance in the technologically sophisticated workplace of the 21st century.
4. Provide for the assessment and/or improvement of learning skills and attitudes necessary for a successful educational experience.
5. Meet the unique educational, cultural, and societal needs in the community through special courses, seminars, and exhibits.
6. Respond in a rapid fashion to the ever-changing educational and training needs of local and regional business and industry.
7. Stimulate intellectual curiosity, promote humanitarian values and enhance the general educational experiences necessary for persons to function as effective citizens.
8. Create an atmosphere where diversity is acknowledged and encouraged.
9. 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.

VISION: **Building our community's gateway to opportunities...**
 Creating the first and best choice for success.

Muskegon Community College's Institutional Strategic Plan includes five strategic priorities:

Priority 1 - Academic Foresight - Anticipate, analyze and justify existing and new academic programs to the end goal of each program being viable, sustainable and financially feasible.

Priority 2 - Services to Students and Community - Continue to identify, develop, and evaluate processes that promote student success and meet community needs and expectations

Priority 3 - Physical Space and Infrastructure - Plan, prioritize, evaluate and fund short- and long-term needs for on-campus building enhancements and off-campus, needs-driven expansion.

Priority 4 - Resource Development - Develop and sustain new and innovative funding streams, partnerships and collaborative efforts that will produce future financial stability.

Priority 5 - Human Resource Management - Manage Human Resources to meet the evolving needs of the College.

Technology Strategic Planning Context

Higher Education Trends, Economic Climate, Challenges, and Opportunities.

The technology strategic planning context utilized a wide variety of inputs including trends in higher education, economic climate, opportunities and challenges both internal and external. Trends in higher education focused on three core areas in higher education: student trends both nationally and locally, Technology trends current and emerging, and institutional trends both current and future. In addition, the planning context included economic conditions both locally and in surrounding areas facing community members, current students, and potential students. Finally, the planning context identified and outlined planning assumptions including challenges and opportunities unique to higher education and specifically to MCC.

The Technology Mission, Vision, and Values

Technology Mission

To provide the college's stakeholders with services, support, and access to information to advance our institutional mission.

Technology Vision

Lead innovation through adapting and evolving services that promote learning and support anytime-anywhere activities

Strategic Technology Goals

The MCC technology vision will be realized by achieving the following five strategic goals.

1. Improve communications and information services to promote academic success.
2. Provide easy and appropriate access to accurate and consistent data to all MCC Personnel.
3. Provide an adapting technological infrastructure that supports existing and future needs.
4. Create a culture where learning new skills is encouraged and expected.
5. Provide effective processes and services that enable employee success.

Strategic Alignment

Aligning the Technology Strategic Goals with MCC's Institutional Strategic Priorities is an essential component of the technology strategic planning process.

The planning process calls for an annual review on the progress of the goals and objectives and serves as a tracking mechanism for progress and adjustments as needed. MCC's Technology Strategic Plan is designed to be a living document, adaptable to the continuously changing higher education environment.

Technology Goal Alignment Grid

This grid illustrates the specific alignment of the five Technology Strategic Goals with the current Institutional Strategic Goals. The placement of an “X” in the table identifies where the Technology Goal supports an Institutional Strategic Goal.

Institutional Strategic Priorities	1. Academic Foresight	2. Services to Students and Community	3. Physical Space and Infrastructure	4. Resource Development	5. Human Resource Management
Technology Goals					
1. Improve communications and information services to promote academic success.	X	X			
2. Provide easy and appropriate access to accurate and consistent data to all MCC Personnel.	X	X	X	X	X
3. Provide an adapting technological infrastructure that supports existing and future needs.		X	X	X	
4. Create a culture where learning new skills is encouraged and expected.					X
5. Provide effective processes and services that enable student and employee success.	X	X			X

Implementing the Technology Strategic Plan

The following Technology Strategic Plan Implementation Grids contain information to assist the institution in achieving the goals within this plan and ultimately realizing their vision. Departments and business functions will develop tactical and actionable plans that are aligned with this Technology Strategic Plan to ensure the realization of each goal.

The following elements are included in the Implementation Grid

- **Goals** include the five technology goals set by this plan for 2011-2013.
- **Key Performance Indicators** identify completion characteristics or milestones of progress for each goal.
- **Objectives** associated with each goal identify implementation actions.
- **Dependencies** are those events or environments that must take place or be in existence before implementation of an objective can begin.
- **Responsible Party** identifies the individual, department, or council that has responsibility for each of the objectives. Typically it will be the responsibility of these individuals or groups to develop the annual tactical work plans and appropriate budget requests for each of the assigned objectives 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 objective.
- **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. The appearance of X's in multiple FY columns indicate multi-year efforts.
- **Progress** is to be documented as implementation of the strategies occurs.

The strategic goals, key performance indicators, and tactical objectives included in this technology plan are dynamic and will be evaluated and refreshed annually and adjusted continuously throughout the life of this plan.

Goal 1: Improve communications and information services to promote academic success.**(V10)***(Supports Institutional Strategic Plan Priority 1: Academic Foresight, and Priority 2: Service to Students and Community)***Key Performance Indicator(s):**

- An Academic Technology Governance committee is formed and is meeting monthly
- An annual academic technology assessment process has been implemented
- 75% of faculty utilize classroom technology

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY Owner(s)	FY 11 - 12	FY 12 - 13	FY 13 - 14	PROGRESS
1.1. Establish a cross-functional Academic Technology Governance committee that is responsible for driving the effective implementation and use of technology to support academics.	<ul style="list-style-type: none"> • Participating committee members 	<ul style="list-style-type: none"> • Technology Council 	X			
1.2. Assess the current academic technology tools for usage, effectiveness, and level of proficiency.	<ul style="list-style-type: none"> • 1.1 	<ul style="list-style-type: none"> • Technology Council 	X	X	X	
1.3. Establish a means for having faculty mentors and sponsors support faculty that are embarking on the utilization of academic technology.	<ul style="list-style-type: none"> • Participating mentors 	<ul style="list-style-type: none"> • MCC LIFT Institute 	X	X	X	
1.4. Collaboratively assess the current classroom technology and establish a plan to assure full utilization of existing technology and drive classroom technology availability in the future.	<ul style="list-style-type: none"> • 1.1 	<ul style="list-style-type: none"> • Technology Council 	X			
1.5. Establish a collaborative and ongoing discussion between academic departments and I.T. staff to develop input into discipline-specific technology needs.	<ul style="list-style-type: none"> • Department participation 	<ul style="list-style-type: none"> • Office of Information Technology 	X	X	X	

Goal 2: Provide easy and appropriate access to accurate and consistent data to all MCC Personnel.

(Supports Institutional Strategic Plan Priority 2: Service to Students and Community, and Priority 4: Resource Development)

Key Performance Indicator(s):

- A data governance committee is established and meeting monthly
- 100% of faculty and staff have access to an institutional information dashboard
- An information security policy and subsequent procedures have been defined and implemented
- A report library has been established

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY Owner(s)	FY 11 - 12	FY 12 - 13	FY 13 - 14	PROGRESS
2.1 Establish a data governance group that would be responsible for maintaining policies, procedures, roles, responsibilities and common dictionary related to institutional data.	• n/a	• MCCDAG	X			
2.2 Establish a policy and procedure manual covering the use, access, and security of institutional information.	• 2.1	• MCCDAG • Tech Council	X	X		
2.3 Implement a data warehouse and reporting solution that provides MCC faculty and staff with appropriate access to institutional information.	• 2.1	• OIT	X	X		
2.4 Establish methods to secure and share queries and reports among departments with common information needs.	• 2.3	• OIT		X	X	
2.5 Leverage collaborative opportunities to develop effective business intelligence outcomes.	• n/a	• OIT	X	X	X	

Goal 3: Provide an adapting technological infrastructure that supports existing and future needs.

(Supports Institutional Strategic Plan Priority 3: Physical Space and Infrastructure, Priority 4: Resource Development, and Priority 5: Human Resource Management)

Key Performance Indicator(s):

- 100% of critical business systems are covered by a defined service availability plan
- 100% of information technology assets are included in a life cycle replacement plan
- Active accounts match active employees within a margin of < 5%

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY Owner(s)	FY 11 - 12	FY 12 - 13	FY 13 - 14	PROGRESS
3.1 Improve identity and access management tools and processes to improve security and resource availability	• Funding & Resources	• OIT		X		
3.2 Enhance asset management tools and processes to assist with life cycle and budget planning.	• Funding & Resources	• OIT		X		
3.3 Improve existing disaster recovery plan to accommodate greater business continuity and threat protection.	• Funding & Resources	• Cabinet • HR, Finance, Records • OIT	X	X	X	
3.4 Assess communication infrastructure and providers for cost savings and service improvement opportunities.	• n/a	• OIT	X			
3.5 Increase data center power availability and environmental controls to protect resources and data.	• Funding & Resources	• Facilities • OIT	X	X	X	
3.6 Improve processes to lower cost of administration, increase life cycle, and promote sustainability.	• Funding & Resources	• OIT	X	X	X	

Goal 4: Create a culture where learning new skills is encouraged and expected.

(Supports Institutional Strategic Plan Priority 5: Human Resource Management)

Key Performance Indicator(s):

- 75% of technical training opportunities are available online
- 90% technology training penetration rate (number of employees completing a content area of training compared to total number of employees)
- 90% of MCC employees have a technology training plan based on an assessment of their skill level and interest

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY Owner(s)	FY 11 - 12	FY 12 - 13	FY 13 - 14	PROGRESS
4.1 Assess the current level of technology usage, skill level, and knowledge gaps for all MCC employees.	• Participation	• HR • OIT	X	X		
4.2 Design and implement technology training sessions that assist with on-boarding of new employees and orient them to the available technology resources.	• n/a	• OIT • HR	X			
4.3 Research, evaluate/design and implement technical training opportunities that are delivered online and are available to all MCC employees.	• Funding & Resources	• OIT • HR		X		
4.4 Establish a means for tracking and reporting technology professional development activities for all MCC employees.	• Funding & Resources	• OIT • HR		X		
4.5 Implement an online knowledge repository of technology training materials and manage content to keep current and relevant.	• n/a	• OIT • HR			X	

Goal 5: Provide effective processes and services that enable employee success.

(Supports Institutional Strategic Plan Priority 1: Academic Foresight, and Priority 2: Service to Students and Community)

Key Performance Indicator(s):

- A minimum of 50% of MCC core internet based services are mobile enabled
- 75% of Datatel modules have been analyzed for business and technical effectiveness
- A minimum of 3 business processes are evaluated, documented and improved annually

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY Owner(s)	FY 11 - 12	FY 12 - 13	FY 13 - 14	PROGRESS
5.1 Implement tools and processes to improve student communication and engagement capabilities.	<ul style="list-style-type: none"> • Funding & Resources 	<ul style="list-style-type: none"> • Cabinet • Technology Council • OIT 	X	X	X	
5.2 Enhance services by providing mobile access.	<ul style="list-style-type: none"> • Funding & Resources 	<ul style="list-style-type: none"> • OIT 		X		
5.3 Assess current ERP assets for utilization, proficiency, and effectiveness.	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • MCCDAG • Tech Council 		X		
5.4 Evaluate current business processes and implement workflow automation when validated.	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • MCCDAG • Cabinet • OIT 	X	X	X	
5.5 Provide secure remote access to college technology services.	<ul style="list-style-type: none"> • Funding & Resources 	<ul style="list-style-type: none"> • OIT 		X		

Appendix A –Planning Participants

The MCC Technology Strategic Planning Team

Name	Title
Dale Nesbary	President
Janie Brooks	Former Vice President of Student Services
Ronald Bush	Executive Director of Human Resources
Tina Dee	Director of Community Relations
Marty McDermott	Director of Athletics
Anne Meilof	Director of Institutional Research and Grants
Teresa Sturuss	Vice President of Academic Affairs
Rosemary Zink	Vice President of Administration and Finance
Cindy Deboef	Secretary to the President
Sally Birkam	Dean of Student Success & Campus Life
Trynette Lottie-Harps	Dean of Continuing Education & Program Outreach
George Maniates	Dean of Enrollment Services
Jean Roberts	Dean of Academic Services
Aaron Hilliard	Director of Human Resources
Gerald Nyland	Director of Physical Plant
Maria Andersen	Math Faculty
Greg Marczak	Math Science Faculty
Carol Briggs-Erickson	Library Coordinator
Stacey DeBrot	Auxiliary Services Manager
Dan Rinsema-Sybenga	Public Information Manager
Mike Alstrom	Chief Information Officer
Jason Miller	Technical Director
Maryly Skallos	Instructional Design Specialist

The MCC Technology Tactical Planning Participants

Name	Title
Jean Roberts	Dean of Academic Services
Bruce Wierda	Director of Financial Aid
Beda Dubois	Employee Services Manager
Rosemary Zink	Vice President of Administration and Finance
Gerald Nyland	Director of Physical Plan
Daniel Moore	Accountant
Maria Andersen	Math Faculty
Anne Meilof	Director of Institutional Research and Grants
Patti DAvignon	Registration Manager
Edward Breitenbach	Dean of Instruction & Assessment
Kathy Krentz	Research and Grants Coordinator
Ronald Bush	Executive Director of Human Resources
Aaron Hilliard	Director of Human Resources
Teresa Sturru	Vice President of Academic Affairs
Sally Birkam	Dean of Student Success & Campus Life
Char Parker	CIS Faculty, CIS Coordinator
Trynette Lottie-Harps	Dean of Continuing Education & Program Outreach
Leona Adams	Administrative Assistant, Academic Affairs
Al Barreto	Department Chair, Criminal Justice
Carol Briggs-Erickson	Library Coordinator
Cathy Rusco	Department Chair, College Success Center
Cheryl Flannery	Administrative Assistant, Academic Affairs
Dan Bialas	Department Chair, Business Department
Dan Knue	Department Chair, Allied Health

Dan Rypma	Department Chair, HPER
Don Bogema	MCC LIFT Institute Coordinator
Elena Garcia	Department Chair, Foreign Languages
Jeff Stipes	Department Chair, Industrial Materials Technology
Jenny Klingenberg	Department Chair, English
John Bartley	Department Chair, Math & Physical Science
Kelley Conrad	Department Chair, Counseling
Pam Brown	Department Chair, Nursing
Papa NJai	Department Chair, Social Science
Sheila Wahamaki	Department Chair, Creative & Performing Arts
Sherry Fairfield-Tagle	Department Chair, Education
Theresa Vanveelen	Department Chair, Life Science
Maria Andersen	Math Faculty
Becky Evans	English Faculty
Clark Bingham	Maintenance & Custodial
Phyllis Robey	Administrative Assistant, Community Relations
Debra Howell	Life Science Faculty
Julie Weller	Alumni Relations Manager
Mindy Stevens	User Services Manager
Steven Wilson	Network Administrator
John Mihelich	Lab Manager
Maryly Skallous	Instructional Design Specialist
Rick Alberty	Systems Analyst
Lori Potts	Systems Analyst
Patricia Werly	Systems Analyst
Jason Miller	Technical Director

Appendix B – The Technology Strategic Planning Process

SunGard Higher Education's Advisory Services collaborated with Muskegon Community College to identify and schedule strategic planning sessions to assist in the development of this Technology Strategic Plan.

The Strategic Planning Methodology

SunGard's planning methodology provided a means for the cross-functional Technology Strategic Planning Team to examine and explore

- The current role of the technical environment across the college and in the classrooms,
- The current state, use, and perceptions of technology tools and services at the college
- A future vision of the role of technology for all campus stakeholders
- A future vision of what the college must do to successfully make the transition to achieve the vision

MCC's Technology Strategic Plan and its implementation strategy emerged from the following planning elements:

1. Establishing a Technology Mission, Vision, and Values.
2. Creating a "future state" vision of how the use of technology, in its broadest definition, will become a strategic component of success in support of the college's vision, mission, and goals.
3. Analyzing the current technology environment and context in which the Technology Strategic Plan is being developed. This analysis included developing a current technology state framework, planning assumptions, environmental review, focus groups and a SWOT/C (Strengths, Weaknesses, Opportunities, Threats/Challenges) analysis.
4. Developing goals and objectives, aligned with the college's current vision, mission, and goals, to enable the college to advance toward its desired "future state" in accordance with the Technology Values, and transform this vision into reality.
5. Establishing an implementation grid that will facilitate the execution of the Technology Strategic Plan.

Appendix C – Integration with the Muskegon Community College Strategic Plan

Beginning in 2012, Tactical Objectives derived from this plan have been merged with Muskegon Community College's overall Strategic Plan. Updates are routinely provided through ongoing planning meetings attended by members of the President's Cabinet, Office of Information Technology, and Information Technology Council.