



Technology Plan for Academic and Administrative Services 2017-2020

Page intentionally left blank.

Executive Summary

The Technology Plan for Academic and Administrative Services seeks to advance the mission of the College through effective and innovative use of technology, help achieve goals in the College Strategic Plan and, more specifically, improve the College's pedagogical technologies and systems for administrative services. Implementation is intended to span the four-year period from 2017 through 2020.

Development of the Technology Plan was guided by the Information Technology Advisory Group (ITAG) and involved engagement with the College community, review of technology trends in higher education, and strong consideration of the initiatives within the College Strategic Plan. Members serving on the ITAG during development of this plan included:

1. Meghan Alai, Director of Institutional Research
2. Marla Brinson, Dean of Student Activities
3. Roseann Bucciarelli, Dean of Continuing Education (ITAG Vice-Chair)
4. Brian Clemmons, Dean of Enrollment Management
5. Brian Lavey, Faculty
6. Michael Nester, Chair of the English Department (ITAG Chair)
7. Marilyn Ochoa, Director of Library
8. Ed Reid, Director of Network and Technical Services
9. Kathleen Shay, Director of the Center for the Enrichment of Learning and Teaching
10. Dianna Sofo, Director of Enterprise Applications
11. Jeffrey Spector, Faculty
12. Lori Wilkin, Controller

The Technology Plan is comprised of four high-level goals, each with respective objectives. Responsibility for implementing these goals is assigned to specific departments, and objectives related to these goals list key partners and stakeholders.

Goals	Objectives
<p>1. Offer engaging, high quality, flexible educational experiences for the traditional and online learner.</p>	<p>1.1: Establish an administrative unit to oversee and support all eLearning initiatives at the College.</p> <p>1.2: Provide opportunities and support for faculty to deliver quality online and blended sections of credit-bearing courses.</p> <p>1.3: Implement virtual facilities that promote academic achievement and collaborative social environments.</p>
<p>2. Improve the teaching and learning experience in the College’s computer labs and classrooms.</p>	<p>2.1: Deliver high-performing and reliable computer lab and classroom computer systems.</p> <p>2.2: Ensure timely delivery of new and updated academic software for use in computer labs and classrooms.</p>
<p>3. Increase professional development in the use of Information Technology (IT) for College faculty and staff.</p>	<p>3.1: Develop and implement an IT professional development program for Middlesex County College faculty and staff.</p> <p>3.2: New MCC employees will complete at least one module of IT professional development from an MCC approved list within the first 90 days of hire.</p>
<p>4. Improve operational efficiencies and advance business processes through effective implementation of information technology and assessment frameworks.</p>	<p>4.1: Engage in the analysis and re-engineering of key administrative workflows and processes.</p> <p>4.2: Provide ongoing professional development in the use of College administrative systems and reporting services.</p> <p>4.3: Establish five-year cycle for business process review and improvement across key administrative units.</p>

Goals and Objectives

Goal 1: Offer engaging, high quality, flexible educational experiences for the traditional and online learner.

Responsible Department: Academic and Student Affairs

Objective 1.1: Establish an administrative unit to oversee and support all eLearning initiatives at the College.

Partners: Vice President for Academic and Student Affairs, Deans, Director of eLearning, Director of CELT, Executive Director of Information Technology

Key Strategies:

- Benchmark against aspirant colleges exhibiting robust and successful eLearning programs
- Align funding and explore new funding sources essential for establishment and ongoing support of an eLearning administrative unit
- Reduce financial barriers in the establishment of the new unit by leveraging existing MCC personnel where appropriate

Objective 1.2: Provide opportunities and support for faculty to deliver quality online and blended sections of credit-bearing courses.

Partners: Vice President for Academic and Student Affairs, Deans, Chairs, Director of eLearning

Key Strategies:

- Provide faculty with intuitive technologies and services that help facilitate development and delivery of quality online and blended courses

- Provide faculty with one-on-one and group-based professional development and training opportunities to maintain fluency in eLearning technologies, services, and trends in eLearning pedagogies
- Institute required training and onboarding processes for adjunct faculty to prepare them to teach online or blended courses
- Research and encourage best practices in instructional design, adoption of technology-enhanced pedagogy, and delivery of accessible (e.g., ADA-compliant) course materials
- Seek opportunities to optimize course scheduling and maximize classroom utilization

Objective 1.3: Implement virtual facilities that promote academic achievement and collaborative social environments.

Partners: Executive Director of Information Technology, Director of eLearning

Key Strategies:

- Provide a robust and feature-rich Learning Management System (LMS) that will support all facets of online learning at MCC
- Provide collaboration and communication services that complement LMS services and foster student-to-student and faculty-to-student interaction
- Promote use of LMS services as a resource for students in all courses

Goal 2: Improve the teaching and learning experience in the College's computer labs and classrooms.

Responsible Department: Information Technology

Objective 2.1: Deliver high-performing and reliable computer lab and classroom computer systems.

Partners: Executive Director of Information Technology, Director of Network and Technical Services

Key Strategies:

- Assess effectiveness of current computer lab and classroom technology services, benchmark with other institutions, and evaluate current and emerging technologies related to software management and desktop PC services
- Design and implement improvements to computer lab and classroom technology infrastructure and services
- Provide a robust wired and wireless network infrastructure to support teaching and learning activities in classrooms and computer labs

Objective 2.2: Ensure timely delivery of new and updated academic software for use in computer labs and classrooms.

Partners: Executive Director of Information Technology, Director of Network and Technical Services

Key Strategies:

- Implement new software management and deployment technologies that simplify licensing and help mitigate software conflicts and incompatibility issues present in the current computer lab environment

- Increase and improve communication with faculty and lab coordinators regarding software testing and procedures for requesting changes to computer lab software configurations

Goal 3: Increase professional development in the use of Information Technology (IT) for College faculty and staff.

Responsible Department: Information Technology

Objective 3.1: Develop and implement an IT professional development program for Middlesex County College faculty and staff.

Partners: Executive Director of Information Technology, Director of Human Resources, Dean of Continuing Education, Director of CELT

Key Strategies:

- Collaborate with Continuing Education and CELT on delivery models for professional development
- Leverage online training subscriptions
- Survey faculty and staff to establish a baseline of current IT competency and identify areas of initial focus for professional development

Objective 3.2: New MCC employees will complete at least one module of IT professional development from an MCC approved list within the first 90 days of hire.

Partners: Executive Director of Information Technology, Director of Human Resources

Key Strategies:

- Incorporate professional development activities into the Human Resources department's onboarding activities

Goal 4: Improve operational efficiencies and advance business processes through effective implementation of information technology and assessment frameworks.

Responsible Department: Office of the President

Partners: President's Cabinet

Objective 4.1: Engage in the analysis and re-engineering of key administrative workflows and processes.

Partners: Vice Presidents for respective areas, Director of Enterprise Applications, Executive Director of Information Technology

Key Strategies:

- Engage with consulting services to assess the use of Ellucian Colleague – the College's enterprise resource planning (ERP) system and student information system (SIS) – and provide recommendations for improved use
- Develop and implement plans for each functional area based on findings and recommendations
- Increase the business analysis competency within the Information Technology department to support ongoing business process improvement activities

Objective 4.2: Provide ongoing professional development in the use of College administrative systems and reporting services.

Partners: Director of Enterprise Applications, Executive Director of Information Technology

Key Strategies:

- Develop a training program for administrative new hires that provides an introduction to the Colleague ERP/SIS system and reporting services

- Provide bi-annual training for functional areas on understanding their data, documenting their procedures and test plans, and leveraging reporting services

Objective 4.3: Establish five-year cycle for business process review and improvement across key administrative units.

Partners: Vice Presidents for respective areas, Director of Enterprise Applications, Executive Director of Information Technology

Key Strategies:

- Develop and document a formal process for analyzing department business processes and implementing improvements
- Leverage IT business analysis services to facilitate analysis and review process for each functional area, utilizing external consulting resources as appropriate
- Establish a schedule of review for each functional area and secure executive support