

# Walla Walla Community College

## 2012-2013 Technology Services Strategic Plan

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### **Executive Summary**

In creating the Technology Services Strategic Plan for Walla Walla Community College (WWCC), the WWCC Technology Services department always matches the departmental/technology goals with those of the state and college. It makes no sense to do something with technology that doesn't align with or further the goals of the college and more broadly the state. In creating this plan the Technology Services Department looked first at the Strategic Technology Plan created by the SBCTC (State Board for Community and Technical Colleges) available at [http://www.sbctc.ctc.edu/docs/strategicplan/strategic\\_technology\\_plan.pdf](http://www.sbctc.ctc.edu/docs/strategicplan/strategic_technology_plan.pdf), then at Walla Walla Community College's 2012-2013 priorities (outcomes and processes) and finally at the accreditation core themes, objectives and indicators. Those data sources provided the framework for our strategic plan and led to the identification of tactics and actions that support the SBCTC strategic plan, the WWCC priorities and the accreditation core themes, objectives and indicators. Please refer to the complete SBCTC plan whose strategies and actions will be summarized in this document along with the WWCC priorities and the accreditation core themes, objectives and indicators. There are, of course, portions of the SBCTC plan that are out of scope for us because it is written at the statewide level. In these cases we may or may not have actions or tactics that support those strategies directly. In addition each community college has its own identify and needs. We maintain our autonomy, responsiveness to our community's education needs and innovative practices by complementing core, state-supported systems and processes.

Walla Walla Community College's Technology Services Department (IT) is committed to advancing student success. The department emphasizes:

#### **Student Success**

The reason the college exists is to educate students. Technology can often take on a life of its own but we strive to make sure that what we do promotes student success. That means that faculty, staff and students have access to the technology tools they need to do their job which in turn is to promote student success. Some of the tools we provide and support include useful web-based software, classroom technology such as data projectors, ITV (Interactive Television), LMS (Learning Management Systems), Lecture capture systems and backend administrative software such as the SMS (Student Management System). The State of Washington's 34 Community and Technical Colleges all uses the same core administrative software – SMS, FMS, PPMS and FINAID – which is supported by SBCTC (State Board for Community and Technical College) staff but WWCC and other colleges have created many computer systems that complement these core systems

#### **Customer Service**

WWCC's IT department strives to provide "knock your socks off" customer service. We strive to just make it work and remove the mystery of IT from the conversation. Our somewhat whimsical mission statement is: "It's All About You."

### **Cost effective solutions**

Technology is just a tool to make processes more efficient and data more useful. We don't have unlimited funds and therefore strive to make the most of the state funds and student technology fee funds we manage. We balance technological solutions with staff time.

### **Partnerships**

We support all of the college's partners - some co-located on our campus. We also partner with other college's IT departments, sharing software and selling expertise.

### **Innovation**

We constantly ask if something can be done differently or better using technology. This emphasis on innovation has led to the create of many software tools such as the OCA (Online Catalog/College Administrator), eCatalog, eSchedule, ADP (Advisor Data Portal), Degree Estimates, and the QAQ (Quarterly Academic Guide) that have been shared with many other colleges in our state.

<b>SBCTC Strategy</b> <ul style="list-style-type: none"> <li>• <b>State-wide Tactic/Action Item</b> <ul style="list-style-type: none"> <li>○ <b>Walla Walla Community College Tactic</b></li> </ul> </li> </ul>	State	WWCC 2012-13 Priorities	Accreditation Core Themes Indicators	WWCC IT	Status
<p><b>Strategy I: Create a single, system-wide suite of online teaching and learning tools that provides all Washington students with easy access to “anywhere, anytime” learning.</b></p> <ul style="list-style-type: none"> <li>• <b><u>Action 1: Elearning.</u></b> Assemble a system-wide suite of online teaching and learning tools, support services, and a central 24/7 help desk through WashingtonOnline to accommodate online, hybrid, and web-enhanced classes in all colleges. <ul style="list-style-type: none"> <li>○ Support WAOL/Angel</li> <li>○ Implement SMS/Angel Integration</li> <li>○ Implement WAOL/Angel Single Sign-on from WWCC portals</li> <li>○ Upgrade classroom teaching consoles to support Tegrity lecture capture. Train and support.</li> <li>○ Integrate the Codian lecture capture system with Nursing Angle class shells and ITV</li> </ul> </li>   <li>• <b><u>Action 2: Free Textbooks.</u></b> Wherever Possible, eliminate published textbooks in favor of free, open, online materials. <ul style="list-style-type: none"> <li>○ Implement an online bookstore that integrates with our eSchedule</li> <li>○ Investigate “Better Know” which aggregates free, low cost and traditional textbook purchasing info</li> <li>○ Support the adoption of low-cost electronic/interactive books (i.e. Mathematica text co-authored by Schulz)</li> </ul> </li>   <li>• <b><u>Action 3: Library Resources.</u></b> Create a rich. Easily accessible online library system that includes both global and local learning resources and tutorials on how to use them. Buy statewide licenses for online journals and library reference services rather than individual licenses at each college. Provide a common, robust integrated library operating system through which students can find and check out books and other library resources from libraries across the state and the world. This library system will support seamless sharing of book collections, document delivery and information literacy instruction across the community and technical colleges and with the university system. <ul style="list-style-type: none"> <li>○ Support our Library’s choice of library system(s)</li> <li>○ Support single sign-on to Proquest and other library data bases</li> </ul> </li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>

<ul style="list-style-type: none"> <li>• <b>Action 4: ePortfolio.</b> Provide a statewide platform that allows students to create lifetime online portfolios of their academic work, from first essays to PhD theses and professional work products. Students’ digital portfolios will show what they know and what they’ve built, and can be used as an online resume to help them get a job. <ul style="list-style-type: none"> <li>○ Allow early (pre-student) and late (alumni) access to MyWWCC (WWCC’s Student portal)</li> </ul> </li> </ul>	✓				
<ul style="list-style-type: none"> <li>• <b>Action 5: Online Tutoring</b> Collaborate with other higher education institutions to support the Norwest eTutoring Consortium, a statewide system for online tutoring <ul style="list-style-type: none"> <li>○ Expose a link to the Northwest eTutoring Consortium on the WWCC web site</li> <li>○ Promote the WWCC TLC (Teaching and Learning Center) on the WWCC web site</li> </ul> </li> </ul>	✓			✓	✓
<ul style="list-style-type: none"> <li>• <b>Action 6: Technology Proficiency</b> Create an assessment that measures students’ proficiency in using online technology. Create easy-to-use tutorials and provide personal support to bring those unfamiliar with the online environment up to speed. <ul style="list-style-type: none"> <li>○ Title 3-sponsored eCompass technology questions and connect those needing tutoring to tutors</li> </ul> </li> </ul>	✓			✓	✓
<ul style="list-style-type: none"> <li>• <b>Action 7: Access</b> Investigate the feasibility of providing laptops to students who cannot afford them. Support Washington broadband initiatives to bring high-speed Internet access to every Washington student’s home. <ul style="list-style-type: none"> <li>○ TRIO checkout laptops</li> <li>○ Become an anchor for the state broadband initiative</li> <li>○ Provide evening and weekend access to open computer labs</li> </ul> </li> </ul>	✓			✓ ✓ ✓	✓ ✓ ✓
<ul style="list-style-type: none"> <li>• <b>Action 8: Universal Design.</b> Ensure that all online, hybrid and enhanced courses and college web sites are fully accessible to students with disabilities. Provide faculty and staff professional development on universal design best practices. <ul style="list-style-type: none"> <li>○ Work with the Instructional Designer as needed</li> <li>○ Invite the Instructional Designer to the college web meetings</li> <li>○ Review and enhance the college web as needed to include “responsive design/smart phone ready” concepts</li> </ul> </li> </ul>	✓			✓ ✓ ✓	✓

**Strategy II: Create a seamless P-20 system for personalized online student services including recruitment, retention, advising, course catalog, transfer, and financial aid management.**

- **Action 1: Online Advising.** In partnership with the Higher-Education Coordinating Board, provide statewide access to a single online advising and educational planning resource that is simple to use and appealing to people of all ages and education levels.
  - WWCC developed eCatalog (OCA)
  - WWCC developed eSchedule
  - WWCC developed ADP
  - WWCC shared ADP with 19 other (as of 6/30/121) other colleges
  - WWCC developed Degree Estimation Appliance
  - WWCC developed MyWWCC and exposed SAI (Student Achievement Initiative) data to students
  - Develop a Quarterly Academic Guide (QAG) and use the data to alert if students go off plan
  
- **Action 2: Student Relationship Management.** Purchase a single statewide package of student relationship management software that tailors responses to student inquiries and helps college personnel systematically respond via e-mail, phone or in person. Train staff to use this system, and analyze the results to track improved student success.
  - Purchased and support School Messenger
  - Created web forms for prospective students to use when requesting information on programs
  - Developed the Student Portal Communicator (SPC) used by staff to communicate with students
  - Investigate buying or developing something unless CTCLink will come soon enough and/or too much time
  
- **Action 3: Course Catalog.** Create a statewide, online, searchable course catalog and quarterly schedule so students can plan their academic futures and colleges can make in-demand courses available.
  - Developed the OCA
  
- **Action 4: Electronic Deposit.** Purchase software that allows electronic deposit of financial aid checks to students' bank accounts and allows student online tracking and management of financial aid and scholarships.
  - Purchased and installed Higher One

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**Strategy III: Create a system of lifelong learning and change management for faculty , staff and college leadership.**

- **Action 1: Professional Development** Strengthen and expand professional development programs and create the expectation that all faculty, staff and college leaders will continue to learn, collaborate, share knowledge and resources, and work together to make the best uses of new technologies to improve student learning. Use new methods such as webinars, multi-disciplinary faculty learning communities, and social networking software to extend the reach of professional development.
  - Participate in/conduct in-service workshops
  - Participate in statewide best practices and teaching and learning workshops and conferences
  - Conduct local “WOW” sessions at least twice per year highlighting new technologies and tools
  - Create education and training plans and promotional opportunities for IT staff
  
- **Action 2: Time to Learn.** Make learning to use new technologies an explicit part of job descriptions and duties, and organize time to include professional development and collaboration within regular work schedules.
  - Shared ADP, Degree Estimation Appliance and other software with other colleges
  - Support staff learning new skills and technologies and completing courses and degrees
  - Present workshops at local in-service and WOW session and statewide commission meetings
  
- **Action 3: Learning Opportunities.** Aggregate the colleges’ purchasing power for professional development. Create a statewide fund to support faculty participation in cutting edge conferences (both in person and online) and ask participants to share what they learn with their colleagues with social networking and webinar software. Buy a statewide membership in leading national professional development consortia, and extend benefits to all faculty and staff. Advertise these opportunities to faculty and staff throughout the system.
  - Attend SBCTC sponsored professional development conferences that are relevant to IT/elearning/instruction
  - Submit proposals to present at statewide conferences

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- **Action 4: Course Redesign.** Develop faculty capacity to continually improve the quality of online courses through collaborative, iterative design. Develop a peer review methodology for evaluating and redesigning existing and new online courses.
  - Support the WWCC eLearning staff as needed
  
- **Action 5: IT Staff.** Create a statewide structure that provides consistent opportunities for IT staff in both colleges and at the State Board to learn, collaborate, and share best practices as they make the transition from software developers to integration experts who tie together best-of-breed applications. Create a process to support career advancement and leadership development.
  - Participate in SBCTC or ITC sponsored conferences, meetings and workshops.
  - Host Best Practices workshops if grant funding is secured
  
- **Action 6: Support Innovation.** Establish and fund system-wide innovation and testing projects to pilot emerging technologies. Create a rapid response team that can take innovative ideas and implement them promptly. Partner with corporations and other higher education institutions to seek new ways to make learning more accessible to all Washington residents.
  - See <http://wwcc.edu/innovations> and <http://tinyurl.com/adpdemo>
  - Developed and shared AEW (Academic Early Warning) system with other colleges
  - Developed and shared ADP with 18 other colleges
  - Developed and shared Degree Estimate Appliance
  - Wrote and shared Degree Boost white paper

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**Strategy IV: Use data to drive continuous improvement in both student success and administrative efficiency.**

- **Action 1: Administrative Software** Purchase system-wide, centrally supported administrative software that saves money, supports teaching and learning and online student services, and simplifies staff training. Explore using state or vendor hosted systems to minimize or eliminate the need for customize, locally developed software.
  - Use cloud-based, purchased and/or hosted software where it makes sense:
    - Staff CTCLink technical and communications roles with WWCC IT Staff
    - Coordinate the implementation of CTCLink at WWCC
    - Implemented Higher One Financial Aid disbursement system
    - Implemented School Messenger for communicating with students via voice/text
    - Implement eRequester (purchased) for purchase orders
    - Implemented ByRequest for digital report distribution
  
- **Action 2: Business Intelligence.** Invest in business intelligence software to analyze data to track student recruitment, retention and success rates, and other metrics of efficiency and effectiveness. Invest in ongoing training to maximize use.
  - Investigate buying or developing or using CTCLink to track students from prospect to alumni
  - Develop a dashboard of metrics – <http://www.wvcc.edu/CMS/index.php?id=3441> (WIP)
  - Develop the SSRS Reports for internal use
  - Develop a Research and Planning web site <http://wvcc.edu/research>

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**Stragety V: Treat Informatiion technology as a centrally funded, baseline service in the system budget.**

- **Action 1: Line item Funding** Make system IT investments a line item in the State Board’s budget request to the legislature.
  - At WWCC IT is a line item budget. Advocate for needed funding for projects identified in the strategic plan from local, grant, entrepreneurial and other funding sources
  - Manage the student technology fee
  
- **Action 2: Technical infrastructure.** Invest in college infrastructure such as rewiring to provide additional outlets for student laptops and mobile devices. Provide easy to use, 100% wireless coverage on all college campuses.
  - Implement WWCC’s WIFI upgrade across all of the Walla Walla and Clarkston campuses by 12/31/12
  - Implement separate student, staff and guest WIFI networks
  - Implement single sign-on to the WWCC WIFI network for students and staff
  
- **Action 3: P-20 Integration** Convene a P-20 technology group to explore whether common platforms, software and services could be shared by early learning providers, public schools, community and technical colleges, and four-year public and private colleges and universities in ways that improve system seamlessness and data analysis and save money.

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## WWCC 2012-2013 Priorities

1. **Promote Student Success**
  - ADP
  - QAG
  - SSRS dashboard (Declared and prepared)
2. **Establish Targets for transfer rates, employment rates, earnings**
  - Dashboard and Planning web pages
3. **Identify and measure student learning**
  - OCA with assessment features
4. **Strengthen Communities**
  - Share software with college community in the state
5. **Provide innovative and diverse learning opportunities**
  - Support all of instruction including elearning
6. **Contact costs and reallocate resources**
  - Sell IT staff expertise to other colleges
7. **Nurture and organizational culture that focuses on employee engagement**
  - Provide training and growth opportunities for IT staff

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## Accreditation Core Themes and Indicators:

### 1. Promote Student Success and Achievement

- Prepare Students for transfer to four-year institutions
  - i. Students receive quality instruction
  - ii. Improvement in retention & completions
    - 1. ADP and SSRS reporting
  - iii. # of transfer students completing baccalaureate
- Prepare students for the 21<sup>st</sup> century workforce
  - i. Students meet industry skill standards
    - 1. Support instructional software needs
  - ii. 100% of workforce programs have advisory committees & Curriculum based on DACUMS and standards such as ASE, WABO and NATEF
  - iii. Graduation rates
    - 1. Dashboard work
  - iv. Degree completers and/or continuing education
    - 1. Dashboard
- Strengthen Basic Skills
  - i. CASAS assessment gains
    - 1. Expose Casas Data in ADP
  - ii. Federally reportable basic skills students and retention and GED completers
- Encourage and support life-long learning
  - i. Quest ,Lifelong learning , kid's college student returnee #s
  - ii. Satisfaction of students with classes and programs

### 2. Encourage Innovative and Diverse Learning Opportunities

- Provide diverse and experiential learning outcomes
  - i. # of AA/AS/AAAS students taking 2 or more courses involving experiential learning
  - ii. 100% of graduating academic students will complete at least one [D] Diversity course
- Provide courses and trainings using cutting-edge and innovative delivery modes
  - i. Increased adoption of open course library materials and delivery of courses using different modes of delivery
    - 1. Support the eLearning Department
  - ii. Staff participation in professional development that encourage the use of interactive technologies and media. Staff piloting innovative instructional proposals. Staff adopt locally developed technology applications.
    - 1. Conduct workshops and WOW sessions related to locally developed

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software applications

### 3. Strengthen Community

- WWCC is responsive, adaptive, and relevant to the changing needs of the community
  - i. Regional economic impact – sustainability committee. Student enrollment and completions in high demand programs that support economic and environmental sustainability.
  - ii. Adopt green practices. At least one event promotes environmentally responsible and sustainable practice each quarter. Use STARS.
    - 1. Implement energy saving VM servers
  - iii. Increase in high return, high demand workforce certificates and degrees. Increase in economic development funds leveraged by IPZ. Demonstrate regional socioeconomic impact of WWCC.
- Improve access to opportunities in higher education
  - i. Increase fundraising and # and % of scholarships
  - ii. Increase retention and completion of non-traditional, at-risk and first generation students.
- Collaboration and productive community relations
  - i. Staff and faculty serving on a non-profit and service-related board or projects
    - 1. Encourage IT staff involvement in community organizations
  - ii. Scope and breadth of articulation agreements with regional colleges. Increase in collaborations and partnerships with K12. Increase of college resources (facilities, expertise, services).
    - 1. Assist with the Computer Science and Business articulations

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