Moraine Valley
Community College

Strategic Technology Plan

Building a Roadmap to the Future Today

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The Vision and Mission of Moraine Valley Community College

Moraine Valley Community College was established in 1967 in the town of Palos Hills, Illinois with 12 faculty members and a first year enrollment of 260 students. Today, the college serves a community of 400 thousand disbursed through 26 communities and an annual enrollment of 45,000 students. "Moraine Valley ranks among the top 8 percent of the 1,132 community colleges in the nation in associate's degrees conferred." This tremendous growth has been well guided by the original mission, vision, and values of the founding Board.

Vision Statement

We envision a world-class college that meets current and emerging community needs for education and training through excellent service and outstanding programs offered in stimulating learning environments.

Mission Statement

The mission of our college is to educate the whole person in a learning-centered environment, recognizing our responsibilities to one another, to our community, and to the world we share. We value excellence in teaching, learning and service as we maintain sensitivity to our role in a global, multicultural community. We are committed to continuous improvement and dedicated to providing accessible, affordable, and diverse learning opportunities and environments. (MVCC)

Values Statement

We value the members of our college community and recognize that each individual is entitled to respect, understanding and positive communication. We recognize that Moraine Valley Community College employees are the college's most valuable resources.

In support of the college's strategic directions, we are committed to providing quality service to students, including prospective, currently enrolled and graduates; community residents; fellow staff members; and others who come in contact with the college.

TO THIS END, WE WILL:
Present ourselves in a professional, courteous manner.
Greet each person and situation with a positive attitude.
Address each person and situation in a fair, honest and timely manner.
Provide each person with the tools and resources necessary to be successful at his or her tasks.
Maintain the policies, procedures and standards established by the college.

Moraine Valley Community College Strategic Technology Plan

> *I may not have gone where I intended to go, but I think I have ended up where I intended to be.*
>
> - Douglas Adams

In November 2001, Moraine Valley Community College presented a comprehensive strategic plan to the Board of Directors. The Strategic Plan was designed to guide the institutions direction for the coming years. One component of that plan was to "identify and implement activities designed to strengthen and support a revised technology plan" (2001 Strategic Plan). To address this charge, the Strategic Technology Plan Committee was created. Consisting of members' representative of the college's diverse technology needs, the team worked together through regular meetings, reviewed the previous 1999 Technology Plan, undertook internal studies of the college's current environment, reviewed the external environment, and produced a high-level view of the college's current technology state and created a vision for the future. This report is a culmination of that work.

Purpose, Methodology and Plan

Purpose

Technology touches every aspect of the college's business, some more than others, and in many different ways. The college promotes business with a blend of environments and while each may have its own specific need and agenda, they must all collectively move forward in the same direction. Technology planning must take into consideration the breath of requirements throughout the college and focus efforts on cost effective, collaborative approaches that meet the needs of the students, faculty and staff. Having a Strategic Technology Plan designed through the collective effort and representation of the college assures that the application of the limited funding for technology is maximized to the greatest benefit.

Methodology

The Strategic Technology Team followed the strategic planning processed developed and used for the college's overall strategic plan. The team also used the subsequent plan as a roadmap to developing the Strategic Technology Plan, to assure that technology development was driven in support of the college's overall plan. The goal of the plan was to identify the direction the college should focus technology efforts, but not to specifically define the vehicle(s) used to achieve those objectives. Using a coordinated and systematic approach, the team embarked on a holistic planning process that included internal and external environmental scans, development and review of SWOT charts, identification of strategic objectives, and finally drafting of strategic statements that summarize the teams work.

Strategic technology planning is a complex process surrounded by hundreds of economic and political drivers. To better understand the many facets of technology on the campus, it was necessary to view technology and need from five major perspectives.

1. **Academic** - Those technologies that have a direct impact on the learning process, or how technology can further support Academic needs

2. **Administrative** - This section is complementary to the Academic section in that it focuses on technologies that have a direct impact on administration or administrative processes on campus.

3. **Infrastructure** - Refers to the campus technology software, systems and equipment – these are not people issues, but rather hardware/software type issues. This section lists the acquisitions or research that needs to be reviewed or adopted. It differs from the Staff section in that it is related to the technology, or the systems themselves, not the people using the technology.

4. **Staff** - Closely related to the Academic and Administrative perspectives, this perspective represents technology areas that span the campus as a whole, or are used throughout the organization regardless of traditional boundaries.

5. **Student Specific** - The technologies or technology based services that have a direct impact on student success.

Each of these sub-committees researched and reviewed technology from their unique perspective as they worked to fully understand the interests of their respective stakeholders. Those interests and representation was carried forward as the committee as a whole built out the strategic and operational statements of the Strategic Plan.

The Strategic Plan

After considerable research and discussion, the following comprehensive plan was developed to achieve the technology aims for the college. The items marked with an asterisk are those that the committee believes should be addressed in the next fiscal year.

A. Provide technologies and services that address the needs of students, faculty, and staff

1. *Replace the student system.
2. *Complete the rollout of wireless Internet access throughout the institution and research the development of a model for its use in the academic environment.
3. *Research and define the needs and expectations for 24/7 operations, determine the associated costs to provide 24/7 services, and manage expectations based on institutional needs.
4. *Improve our ability to immediately communicate emergency event notification to students, faculty and staff.
5. Continue to recommend enhancements to the college's financial systems with emphasis on improving workflow design and productivity increases.
6. Develop a strategy for mobile computing.
7. Support the development and delivery of information/instructional technology services and resources by maintaining a campus infrastructure with adequate bandwidth, reliability, redundancy, services, and security to support growing college technology needs.
8. Research student assessment through the use of technology.
9. Develop marketing and recruitment tools that take advantage of technology cost reductions and productivity benefits including digital signage capability on campus.
10. Investigate and understand the implications of e-Commerce on the institution and how the college can benefit from advances in this area.
11. Finish student system integration with the Compass, Financial Aid, Degree Audit, Course Management, Bookstore, and Curriculum Development systems.

B. Create processes that promote greater communication and review of technology acquisition, and its impact on the college

1. *Create a Standing Technology Team charged with annually reviewing and updating the Strategic Technology Plan, reviewing technology policy, technologies and acquisitions, fiscal planning, and communicating technology issues across divisions. The makeup of the committee should include faculty members, Student Development, Finance, the Center for Teaching and Learning and be chaired by the CIO.*Review the technology implementation plan on an annual basis to update as necessary.

2. To create a communication plan that would promote better coordination of funding and implementation of technology and related areas.

3. To increase the availability of the IT staff to be able to plan effectively and anticipate needs collaboratively with faculty and staff.

C. Ensure the short and long term funding and support of technology systems and services for students and faculty

1. *Define requirements and resources necessary to support all technological systems and services for students, faculty and staff.

2. *Establish appropriate levels of technology in all campus classrooms and computer labs.

3. *Provide a clearly identified budget for technology linked to the college's strategic plan and planning efforts.

4. *Focus more effort on locating funding sources for technology.

5. Provide ample time for planning, implementing and maintaining current and emerging technologies.

6. Ensure that as education centers are established and/or added to, that support for technology is an integral part of the operational budget.

7. Develop a comprehensive cost recovery model and invoicing system for technology and support provided to external agencies using our facilities.

8. Ensure the retention of our technical staff through a comprehensive review of salary schedules and grades.

9. Improve the review of support and staffing costs of technology acquisition and fulfillment. Develop and implement a technology acquisition process that includes support and staffing costs for technology-based services over the system's projected lifespan.

10. The college will provide assistance to faculty in instructional design and the integration of technology in teaching and in the curriculum.

D. Identify areas where technology can positively change processes and maximize college resources

1. *Investigate and implement a user account and identity management system to streamline the process of account management.

2. *Investigate and install an infrastructure monitoring system that will alert the appropriate personnel and take corrective actions in the event of a system problem/outage.

3. *Research current use patterns of technology which lead to increased student learning, motivation, and/or retention and examine these patterns against practices within the college to better define the impact technology has on the learning college.

4. Optimize the use of web services to improve productivity.

5. Develop cross-training practices.

6. Investigation the definition of metrics for college operations and the creation of an automated process to report this information back to decision makers for action.

E. Provide secure electronic storage and communications for employees and students

1. *Research data archive processes, server environment, and server/data backup systems and present a comprehensive, scalable management plan

2. *Determine the requirements for and implement a plan and architecture to provide students with email accounts sponsored by the institution

3. *Investigate communication technologies such as lecture capture and podcasting to understand the infrastructure costs, delivery methods, and educational benefits to students, and develop a strategy to include such technologies into the curriculum if warranted.

4. Increase campus awareness of security issues, practices, professional ethics and responsibility and continue to develop and implement campus cyber security and cyber responsibility strategies and guidelines to secure the campus network and protect critical information and assets.

5. Create a plan for the recovery and resumption of business operations in case of an adverse event on campus.

F. Ensure that college employees can utilize and leverage the technologies available

1. *Provide the necessary resources to support training and other professional development opportunities as these activities provide long-term, strategic benefit to the college.

2. *Create a technology assessment program for new and current employees and design and provide technology training programs to maximize productivity benefits of technology.

3. *Review college practices, identify those that must be updated to allow for the maximization of Web resource technology benefits, make necessary changes to such practices, and implement changes.

4. *Examine areas where streaming media technologies can provide measurable benefits to the college and community and create a report that defines a strategy and roadmap to implementation.

5. Research and recommend long-term solutions and redundancies for telephone, Internet, electrical and backup power systems on campus.

G. Strengthen systems integration on current technologies and when new technologies are reviewed

1. Ensure that the library systems are fully integrated with the emerging student system.

2. Research how smart card technology might be utilized at the institution and present findings to technology leadership for further discussion and action.

Strategic Analysis and Choice

Overview

Strategic analysis was based on the capabilities and value chains that exist within the college, review of the internal and external results and the build-out of SWOT charts. The goals are to provide services that support the college's strategic plan and to help create a sustainable, competitive advantage. "…the challenge for today's business managers is to evaluate and choose business strategies based on core competencies and value chain activities that sustain both types of competitive advantage simultaneously." (Pearce, J.A., & Robinson)

The college has several value chains that exist today, but not in the traditional sense. The college is an asset to the community. It educates students, provides employment, and creates social wealth through the application of cultural and ethical awareness. The college itself is a core component of the districts value chain. Students come into the college and are educated which helps them find employment, keep employment, or find better employment. The college fosters higher learning and objective, critical thinking stills. In the end, the student becomes a more productive citizen. Education is a critical link in reducing poverty and crime and the costs associated with security. Every student the college educates adds to the positive social and economic development of individuals, our community, and the world at large.

Strategic Analysis

Information Technology at the college is in the business of improving processes, providing innovative technology to make us more productive, and supporting college operations, which is in the business of teaching and learning. Student success is the primary goal of the organization. Operations are affected significantly by changes in demographics, career opportunities within business, financial resources of students, changes and improvements in technology, state, federal, local funding, as well as enrollment.

Strategic Choice

Technology must focus on providing cost effective, efficient solutions for operational needs. It must also concentrate on maintaining synergies between the student/faculty relationships, college departments, and finding solutions that support the strategic goals of the college.

Financial Projections and Analysis

Current Financial Status

The college receives funding from three primary sources: Tuition and Fees, local property tax assessments, and state and federal grants.

For the year ended June 30, 2006, the college recorded total net operating revenues of $28,068,105 and total operating expense of $70,883,362. The difference produced an operating loss of $42,815,257. Net nonoperating revenue of $48,835,176 resulted in an overall increase in net assets of $6,019,919. The College had net assets at the beginning of the year totaling $119,198,177. In addition to the net assets of 6,019,919, the College recorded restatements of beginning net assets of ($555,253) resulting from the implementation of GASB statement 47, Accounting for Termination Benefits and ($1,615,707) resulting from a change in accounting principle which increased the total of net assets at the end of the year to $123,047,136.

Nonoperating revenue included local property taxes of $21,563,865, state grants and contracts of $15,535,528, which includes $1,609,987 of payments for the employer's share of pension plan contributions made by the State of Illinois on behalf of employees participating in the SURS plan, federal grants and local contracts of $8,526,971, investment income of $3,92,885, and other net miscellaneous revenue of $78,927.

Operating revenue accounted for 36% of the College's total revenue, while nonoperating revenues accounted for the other 64% of the College's total revenue. Operating revenue consisted of tuition and fees net of scholarships totaling $19,645,872, auxiliary enterprise revenues totaling $7,747,875 chargeback revenues totaling $74,351 and other miscellaneous revenue of $600,007.

*Source MVCC Annual Report

Future Budget Projections

Funding for college operations is expected to remain flat through fiscal year 2007 and remain so for an undetermined number of years thereafter. "The Governor's budget **decreases** general funds support for higher education by $4.9 million, or 0.2 percent. In most all other respects, the Governor's recommended budget for higher education **simply mirrors** last year's budget." (IBHE) To offset operational costs, the college implemented tuition increases totaling $16.00 per credit hour. This should provide an additional 4.2 million dollars to the college. Even so, funding is still projected to be less than operational costs. This will continue to pose challenges to IT as the college President, Dr. Vernon Crawley recognizes that, "We must continue to buy technology if we want to remain the college that we are"

Over the next several years, the landscape of Moraine Valley will be dramatically changed due to the college's 26 suburban communities and the legions of volunteers who helped pass an $89 million bond referendum March 21, 2006.

Now, the hard work has started on the College Expansion Program with the formation of internal project teams to help develop programming and building design for new construction and renovation. The teams include:

- New Science Building

- New Instructional and Job Training Center
- Student Services Renovations, including an expanded Student Center and Child Care Center
- New Southwest Education Center
- Technology Upgrades
- Infrastructure Upgrades in Buildings A, B, L, and G

The teams consist of team leader(s), administrators, faculty and staff, and user groups who have been meeting since July 2006 to develop the individual building programs.

Each team's goal is to define the facilities criteria required for each component of the individual projects. This process involves a series of meetings/discussions with the individual user groups associated with each project and progresses from general to specific needs. Project teams also have identified and visited other colleges with projects similar to those being considered by Moraine Valley to use them as benchmarks. The overall process will culminate in a comprehensive document that the teams will refer to throughout the design process.

At this point in the planning process, the project teams have been maximizing their space requests with their space needs while remaining keenly aware of the overall project budget. At the same time, the teams are asking and answering some difficult questions about the future needs of the college to ensure that the new and remodeled facilities will be flexible enough to respond to the ever-changing needs of the community.

$5,000,000 of the $89,000,000 was earmarked for technology purchases to upgrade existing systems and buy new technology to support the expansion of the college and services offered.

Implications and Analysis

Level funding implies that organizational growth will continue at the same pace or possibly decrease in pace over time. Technology needs at the college should also maintain the pace of previous years yet costs associated with these needs, such as maintenance on systems, will increase usually at the rate of inflation. Systems maintenance is a significant portion of the college's technology budget. Cost cutting measures will be necessary in order to continue to support the college at current levels. Such measures will be difficult to implement at the colleges technology budget is already operating on a lean budget. Strategic objectives, such as salary reviews and 24x7x365 operations, if implemented, will place significant costs on an already burdened budget.

The infusion of technology dollars from the referendum will create new opportunities to expand in areas such as wireless technology and build out technology rich classrooms. These expansions will require additional maintenance of systems and may require additions to staffing levels. It will become increasingly important that as the college comes closer to occupancy of new buildings, the maintenance and staffing levels for technology acquisitions be projected and maintained at the appropriate level required to support the technology into the future.

Critical Success Factors

Strategic IT planning must be driven from the goals of the institution in order for technology to be seen as a vital strategic asset. It must address the current and future needs of faculty, staff, students and community while incorporating instructional and operational initiatives. Strategic IT planning must delineate how technology can promote growth opportunities and innovative ideas versus focusing solely on operational efficiency or expansion of current services. Finally, the Strategic IT Plan must be a collaborative effort with top-level sponsorship and support.

The successful implementation of the Strategic Technology Plan will balance on the ability for Information Technology to leverage credibility within the organization and gain the cooperation and collaboration needed. To this end the organization as a whole must:

- Create a culture that can embrace Information Technology as an organization that fosters teamwork and can generate synergies between organizational units
- Actively engage departments in the understanding of the Strategic Technology Plan
- Gain the buy-in and the support of the Executive Leadership Team (ELT) to help implement strategic objectives
- Secure funding sources for strategic objectives by producing well documented ROI analysis of projects over a three to five year cycle
- Develop multi-year funding cycles for technology acquisitions to better understand the impact they have on the college's budget

Controls and Evaluation

As stated earlier, technology plays a mostly supportive roll in assisting with the implementation of the college's strategic plans and objectives. Information Technology is the leading technology organization on the campus. It will be its job, until other processes or controls are put in place, such as a standing committee on technology, to monitor the implementation of the Strategic Technology Plan.

Strategic Surveillance would be the control measure of choice during implementation of the Strategic Technology Plan because IT is not in a position to exert strong controls over the use or implementation of technology on campus. Technology needs are introduced through departmental needs and through the needs generated through the implementation of the Strategic Plan.

Implementation of this control could be obtained through several means.

1) Maintain strong relations with Purchasing in order to monitor technology purchase requisitions.
2) Request the presence of an IT liaison to periodically attend departmental and divisional planning meetings across the college to present strategic technology actions in progress
3) Host the Strategic Technology Plan on the college's Intranet
4) Regularly invite representatives from other college areas for executive roundtable discussions on the direction technology may take at the college
5) Provide exceptional levels of service and improve relations throughout the college which would foster collaboration with IT on technology projects
6) Demonstrate that IT is a strategic asset to the college as well as a supportive organization for technology planning purposes
7) Survey students, area high schools, and local businesses to better understand the technology being used in these respective areas
8) Monitor system uptime and create performance measures to help determine areas where technology improvements are necessary

Appendix A - Internal Environment

Each of the five sub-committees reviewed internal organizational capability through various means. Focus group meetings were conducted with key stakeholders, surveys were conducted, and personal interviews were held. From this research, environmental analysis was completed and used to fully understand the current state of technology at the college.

Academic

Currently, the college has positioned itself on the cutting edge with a vast array of technology to support instruction. The college implemented a faculty hiring process 10 years ago that required all new faculty to be technologically literate and able to apply personal computer knowledge in the classroom and for other college business. All fulltime faculty have a desktop computer, and laptop computers are available on a limited basis as the need arises. The college has continued to add technology enhanced classrooms each year to expand the number of faculty using multiple teaching strategies as the curriculum is redesigned to address the students learning styles with a current total of 92 and six more to be added by fall 2007. The college has established, equipped and staffed a technologically advanced Center for Teaching and Learning where faculty learn the basics of standard college software and unique software applications related to their content areas. Continuous professional development is provided to all faculty in various formats and topics related to teaching and learning. The capital expenditures budget for academic initiatives has been adequate in some areas but still deficient in others. The college's administration has continually given the necessary support to faculty and staff in academic affairs to participate in local, statewide and national conferences and consortia to broaden their knowledge of instructional technology and implementation to improve student success. Through the college's strategic planning process technology and its impact on student success remains a primary strategic priority. But, with the constraints of resources both financial and human some areas related to technology still need to be addressed.

The cost of supporting a technologically secure and always available environment is in some instances prohibitive and has impacted in many ways the college's ability to offer the technology needed to support the changes reflected in the curriculum. Broader financial and human support is needed for faculty professional development in online learning, student support for advising and assessment of student readiness for online learning and administrative support to keep all online systems operational. For example, education majors are required to produce e-portfolios as a part of their graduation requirement. At this time there is not sufficient equipment, staff support or a designated place to provide the equipment needed to the students. The college is also providing e-learning opportunities to students, but in some cases, sufficient support to faculty creating and teaching in an online environment is not available. A stable network environment to support software programs related to e-learning must be maintained along with sufficient staff to maintain that environment. Students also need readily available online support services to meet their needs.

Models for faculty development, support, and training are changing rapidly on today's campuses. Until recently, training programs for faculty focused primarily on how to use course management systems such as Blackboard and the equipment in the Smart Classrooms. Rapidly emerging trends, however, underscore the need to rethink faculty support systems and training in the general move toward learning management systems. Faculty must now consider how to harness powerful communication tools, such as channels and blogs, and

multimedia formats, such as streaming audio, video, digital images, and the like, in effective ways combined with traditional scholarly resources for the physical and virtual classroom.

Administrative

College strengths in this area include a flexible, scalable, up-to-date infrastructure, available bandwidth, and high-speed Internet connection. Web registration and online payments are not meeting student needs, though additional enhancements such as students' ability to perform a degree audit are expected with a new student system. The college's annual and strategic planning process has led to a more orderly use of technology resources and college dollars; for example, resources were set aside to fund the purchase of the new business system in 2002.

By far, the most significant development in the support of administrative technology systems is the ongoing implementation of the new business system. The college had discussed a need for a new system for several years, with a system being purchased in May of 2002. To date, implementation has been completed for the finance system, which includes the general ledger, payroll, human resources, accounts payable and purchasing systems; but the student system is still well behind schedule with deployment expected no earlier than the first half of 2009.

The ACRUX system was chosen because it seemed best able to meet the student system needs of the college. However, ACRUX went out of business in 2005, leaving the student system unfinished. The college completed negotiations with eNucleus to complete the development of the student system in April 2006, but our new partner provided little support and transferred ownership to another company shortly thereafter. The various user areas of the college have completed their "Requirements" documents which detail each area's needs. These "Requirements" are being used to develop a Student System that meets our needs.

The unfinished student system has left the college with considerable challenges as the current student system and the new financial systems do not readily communicate with each other. The college must also maintain the current student system, while continuing to work with the developers as a new system is created. In addition, the business system has several areas needing improvement, including integration with Web based services. The initial implementation of parts of the new business system has made some procedures more difficult.

When completed, a new business system should improve efficiency in administrative areas and reduce the IT burden of maintaining multiple new as well as antiquated systems. Integration of the business system and the library and bookstore will also improve efficiency. Another example of expected improved efficiency is better classroom scheduling (i.e., a less manual system), which could potentially free up some classroom space.

Technology is an important part of the college's annual and strategic planning process. As part of this process, requested funding for new objectives should reflect the impact on IT staff. However, in practice the college does minimal costing of IT services (including repairs and maintenance). When a new lab is created, IT must absorb these costs since there are often no increased dollars for support. For example, there are a total of 92 smart classrooms which is almost beyond the staff's ability to complete planned maintenance on a timely basis. In addition, reviews of salaries and grades of technical staff are needed in order to provide appropriate compensation programs.

The demand for technology support is increasing beyond the college's resources. The college currently does not have enough staff to respond to the demands of external agencies on campus (who require support during regular business hours and beyond. Although there is a perception of expectancy, there is little empirical data available to support the claim that 24x7 operations are a necessity; such an operational need would challenge the college which does not currently have round-the-clock technical staff.

Reduced state funding and tight budgets must be balanced with the demand for increased services and the need to provide support for academic goals, and for staff to test new and emerging technologies.

Infrastructure

Although recent projects such as the implementation of IP Telephony and the ongoing implementation of the new business system have brought significant upgrades to internal systems and capabilities, key areas of technology infrastructure have not moved forward at a similar pace. For example, the number of technology enhanced classrooms are not meeting demand, many faculty computers are several years old, the college's student system is well behind schedule requiring the maintenance of systems no longer under any warranty or service, electrical and cooling systems are insufficient in the computer rooms, network switches are end of life, and server backup systems and servers in general are not taking advantage of new storage, retention and consolidation technologies.

At the core of the college's infrastructure is the communications foundation. The college's network system is built on 100% Cisco equipment with redundant connectivity throughout the institution and it currently has adequate bandwidth and capability to support current and expected future growth. Due to the requirements of the IPT system, UPS systems were purchased to provide the network and phone system a four hour runtime in the event of a power failure. This runtime requirement is only required for the phone system so in the event of a power failure, most all other college network services and file servers are shut down within 15 minutes through an automated process. These UPS systems are costly to maintain and require battery replacements every three years to the tune of $35,000. The introduction of a transfer switch which will provide college-wide electrical connectivity to two ComEd sub-stations should nearly eliminate power outages, but will not eliminate the need to ensure the college has adequate power protection for sensitive computer equipment.

The college currently has over 80 servers mostly manufactured by Dell, HP and Micron running a blend of Microsoft, Novell, Linux, HPUX and AIX operating systems. Critical systems such as the college's business systems, Blackboard and certain applications have redundant, clustered environments, but for the most part, servers are standalone machines with redundancies such as RAID 5 and power management. Disk consolidation technologies, such as SAN's are in very limited use due to the high procurement costs of these systems. But technologies such as these that provide flexible storage management and consolidation could considerably reduce operating costs over the long term while providing better performance. Servers are mostly purchased in an ad-hoc manner as departmental needs arise. On average, six new servers are added to the environment each year. Some of the biggest risk in the college's server environment is the need to support Novell 4.11 servers which are required to provide connectivity for the student system, but are no longer supported by Novell. Information Technology is currently working on a plan to address this risk.

User workstations and those found in labs are beginning to show their wear. The college has an overall total of approximately 2100 workstations ranging in age from less than one year to five years old. The rotation schedule adopted in the previous technology plan has lost pace with fiscal reality with fewer new workstations being purchased each year. Currently, the

quantity of new computers purchased to replace outdated equipment puts the college on an eight to nine year replacement cycle as computers cascade their way through the system.

The use of computer labs, both large and small, is a continuous challenge for maintenance, upgrade, and replacement. For example, in 2002, Student Life provided an 8 computer lab for student use. Because these stations are so heavily used, many students are without an opportunity to take advantage of the service. New stations are necessary to relieve the heavy use and congestion to allow access to this service to more students. There has also been a request for printing from these machines. The Student Lounge would like to add a ceiling projections system attached to a computer, DVD, VCR and a PA system to transfer this area from just a "hangout" to a more productive learning space. For those students who may bring their laptops, wireless access was recently installed, but electrical outlets or "charging" stations for laptops is unavailable. This example is but a microcosm of how the introduction of even the most basic technology into an area can quickly develop into a heavy support requirement.

Wireless capability has continued to roll out in an ad-hoc deployment as resources become available with the most recent area of coverage introduction being the library. Today, virtually all buildings have coverage in some areas where students congregate. It is becoming evident that more and more students are starting to take advantage of the college's high-speed wireless access. Network Operations recently started gathering statistical data on the frequency of use and the number of unique devices using wireless at the college. Today, the college will have an average of 130 wireless devices using our wireless network on an average day, and that number has slowly been increasing.

Asset management applications for infrastructure continue to lag behind potential capability. Network management applications are installed with specific purpose in mind, but rarely utilize the fullest capability of the software. Novell ZENworks, Big Brother, JFFNMS, and HEAT are a few of many such examples where capabilities such as automatic deployment of applications and images, complete implementation of network alerts, and knowledge base queries are available, but not implemented. For example, HEAT was purchased for the specific purpose of managing help desk call tickets. But, HEAT also includes web based help desk software, a knowledgebase, asset tracking, and many reports. But, these features, though beneficial to the college, are not used. This is mostly due to the college's immediate needs outgrowing technical staff's ability to fully explore opportunities.

Multimedia equipment and requested services has grown tremendously over the past few years. The college currently has 80 technology enhanced rooms at our main campus in Palos Hills and 6 classrooms at our Blue Island campus. There are plans to add six more technology enhanced classrooms at our main campus before the start of the fall 2007 semester, bringing the total to 92. Approximately 97% of these rooms have fully integrated multimedia systems allowing faculty or staff to control all media from an in room multimedia podium source (3% do not have a podium but still have integrated multimedia systems of various types). All current and future podiums are and will be equipped with high memory / fast processor PCs or Macs with high bandwidth web access and Microsoft Office applications running on Windows XP operating systems. An IPTV software client is installed on all podium PCs, allowing the user the ability to watch live broadcast cable TV or satellite program feeds via MPEG 2 video streaming technology. Instructors and staff have the ability to access "on demand" archived video from IPTV servers using this same system. These podiums also have the capacity to hook up an external laptop PC and the user has the ability to instantly switch between the laptop PC or the built in podium PC.

Our current and future multimedia podiums are or will also be equipped with a VCR (for as long as they are supported by media publishers), DVD video playback, CD/DVD-ROM, and USB device connectivity for video, music, photo, or data instructional support. 40 of our multimedia podiums have Elmo Document Cameras (aka visual presenters) permanently installed into a side drawer, while the remaining have the ability for a mobile document camera on a cart to be hooked up into the podium system. All of our technology enhanced classrooms also integrate a ceiling mounted high brightness, high resolution LCD (liquid crystal display) or DLP (digital light processing) video projection system to display multimedia source devices built into the podium or hooked up to the podium. Another goal for current and future designed multimedia podiums is to integrate a user friendly push button control system, allowing the user to easily and seamlessly switch between multimedia source equipment and control audio levels.

Customizing multimedia systems to fit the needs of the type of curriculum taught in our classrooms is something we currently do and will continue to do. For example we currently have 9 SmartBoards strategically placed throughout campus (LRC labs, math, reading and other areas) to help enhance the learning experience for our students. Our Biology and Human Anatomy labs have multimedia podiums where dual projection systems, photo microscopy equipment, and AMX wireless remote control is integrated into the system.

Future plans for technology enhanced classrooms will incorporate HDTV (high definition television) ready DLP (digital light projection) video projection systems or wide screen (16:9) HD flat panel televisions that will accept VGA and digital video signals. We also plan to incorporate and increase use of more ARS (Audience Response Systems, in our case the audience being students) in our future classrooms as well as Video Conference systems and Lecture Capture technology. Network monitoring of room systems (including video projectors) will also be incorporated. Future design plans also call for archive servers to provide a centralized digital resource for photo, music, and other media files for art and humanities areas of the college.

Maintenance and support of infrastructure comes at a price and is not clearly funded or addressed with new technology acquisitions. Departments have the ability to put forward technology related objectives such as the purchase of tablet PC's, laptops, desktop computers and even new servers without requiring a long-term funding model for technology support. This is clearly evident in the cascade and replacement of new PC's on campus. Adding an additional computer, LCD display, or lab on campus means that funding for the replacement of that equipment must be planned for a minimum of 5-6 years into the future. Yet, that model does not exist today.

Increased utilization of the college's network provides exceptional opportunities for users but also increases the risks associated with information storage, transmission, and access. Access together with regulatory requirements, distributed architectures, and hostile elements on the Internet are requiring greater expenditures and necessitate new security practices and updated policies. Although these are being addressed today, there are still considerable opportunities for user training in security and additional security policies, procedures and practices.

Staff

Over the last three years there has been a dramatic increase in the use of technology at our institution. This has changed the way we interact with our students and how our students interact with us. Some of the areas relating to Staff are the increase in smart classrooms from 32 to 92, the implementation of IP/TV and IP Telephony, and the replacement of all of our business applications. Along with this the college supports and provides a computer for every

full time staff member, upgraded the infrastructure to provide for always on services, and increased our capability to provide remote desktop support. The main areas considered were:

Technology Standing Committee
Mobile computing
Technology Acquisition
Computer Cascades
Telecommuting
New Business System
IP Telephony
Scout Teams
Web administration
Online Training

Technology Standing Committee:

Currently we operate in divisional silos and cross-divisional communication about technology is very poor.

Mobile Computing:

We currently have wireless capability for most of the campus and plan to roll it out to the rest of the campus by the end of Fiscal 2007. Currently, there is no business case defined for expanding mobile computing into the classrooms. The use of mobile devices by the staff has continued to increase as PDA's, computer tablets and laptops are purchased as individuals decide to buy them, without an overall strategy or standard.

Technology Acquisition:

Consistency needs to be provided in all lab areas for ease of instruction and support, but is not necessary for staff usage. The current cascade process does a good job in the lab areas. However, there is no plan today for when staff computers should be updated.

Computer Cascades:

Our annual cascade process used for the labs by academic affairs is working very well today. However, the number of computers that are replaced on an annual basis is determined more by the amount of capital provided in the budget rather than the number of computers needed. It should be noted that different areas have different timeframes for the cascades as their needs vary.

Telecommuting:

The tremendous growth in our online classes is the student side of this capability, but we have not taken advantage of it on the staff side. In industry, this is now a standard mode of operation for many areas. A first pass at a policy has been written and we have started to provide Sunday support for online learning from home.

New Business System:

Our Financial, Payroll and HR and Financial Aid systems were replaced in January of 2004. The Student System development is still underway. This effort will allow us to remove the mainframe computer and substantially increase the system availability for Students, Faculty

and Staff. A portion of a new Degree Audit System (DARS) has been implemented and a new Bookstore System was implemented in June, 2006. This will complete our migration from the old mainframe technology to Java and relational data base technology, but will probably take until early 2009 to complete. This will continue to absorb a substantial portion of the IT resources.

IP Telephony:

Our implementation of IP Telephony was completed in March of 2004. This greatly increased our productivity for adding/changing phone lines as well as adding new capabilities like universal messaging and online fax. In addition, we have provided automatic call distribution for registration, the bookstore and counseling and advising. The next phase of this effort is to determine what applications should be added to take advantage of this capability in new areas.

Scout Teams:

The college currently has no scout teams in place. Examples where these could be used are to look at online learning and Student Development needs.

Web Administration:

Tremendous growth has occurred in the use of the web over the last few years as well. Online classes have grown from about 21 serving 410 students to over 120 serving 1996 students in the last four years. The use of our course Management Software, Blackboard has grown from 0 classes to 412 supporting over 7,000 students during that same period of time. This has greatly stressed the ability of IT to support the environment. While this was occurring, the use of the Internet site has also grown from 95,000 visits per month to over 279,000. Although dedicated resources have been added to support the Blackboard environment, there has not been any growth in staff to support the other areas. Web services and portals should be investigated for their role in the college, but the organization does not have sufficient cycles to do so.

Online Training:

There are many courses available for basic training on desktop software and other areas for staff. Currently we do not provide any training classes for the staff using this technology. A need for ongoing training in areas like Outlook has been identified.

Student Specific

Library services provides a wide range of research tools such as public access catalogs, periodical databases, and dictionaries and encyclopedias available from any computer on campus or off campus. The library also offers a wide range of online assistance through the use of interlibrary loan forms, blogs, the “ask a librarian” service, and other online FAQ’s. The library recently introduced wireless access and is looking to provide reservation of laptops through the development of an electronic reserve service. Access to external resources such as book reviews, Encyclopedia Britannica Online, and the development of an online public access catalog designed specifically for PDAs and other wireless devices will be available. Overdue notices via email alerts are also in the works.

Student registration services currently provide two ways to register, either over the web, or in person. A student can also receive grades online, obtain real-time class availability, and get the catalog online as well. The implementation of the new student system will vastly increase the capabilities of the current registration process and improve our capability to keep up with

demand during peak registration cycles. The new system should allow students to perform most college business type transactions online, which it is hoped will allow registration to move closer to a paperless environment.

Admissions and financial aid for the college is far from automated due to our legacy student system, but automation and self-help has been taken advantage of wherever possible. The college web page includes an on-line admission application, requests for information, campus tours, a page dedicated to high school counselors to assist with navigation of the college's websites, and efforts are on going to develop an email database. The Prospect module for the business system was the first to go on-line and demonstrates some of the promise a new system holds. These include not needing SSN's, recruiters can now keep tabs on their subset of students and track progress, as well as search through data elements (data mining).

Expectations for the future of admissions and financial aid include faster turn around time for applications due to web updating of information. (Should this be in external section?) Access to more personal information by students concerning their application status, mailings, invoicing, virtual tours, and integration with other student related systems are all anticipated components of the new student system.

Academic advising provides a number of services reliant on technology. Walk-up stations allow for quick look up of degree/course requirements, registration, and class schedules. Advisors have access to computers as well as a lab for career planning, and there are multiple on-line resources available for students planning AA or AS degrees. Online resources such as CollegeSource (complete catalogs for most every US institution of higher education), links to four year college transfer guides, planning guides for AA and AS degrees, Career Program guides for career programs with course information and "Ask an Advisor" for online advising are all available for our students.

Expectations for the future of academic advising is to have an online degree auditing systems which is web accessible to students and staff, allowing them to evaluate student and or transfer credits for degrees offered at Moraine valley as well as toward requirements for transfer to other institutions. The implementation of the new student system will also enhance MVCC's abilities to provide these services.

Counseling and Career Development currently provide numerous online education and career planning and assessment resources. These resources include software packages such as web-based Discover and Career Cruising. This area also offers an online Career Planning course and an online self assessment of academic success skills with related resources for our students' personal development. Workshops and courses are offered for both education and career planning and a four computer resource area is offered for counselor assisted student career exploration and planning activities. The anticipation of a computer classroom/lab for at least 30 students for teaching select classes, conducting educational planning sessions as well as orientation sessions would greatly impact the enhancement of the development of these areas.

Presently, Job Placement and IETC offer a designated computer resource area for our students to obtain employment information as well as resume writing resources. JPC continuously improves their website by accepting user feedback to maintain an easier access and understanding for it student users.

To provide for the future development of Job Placement/IETC, this area would like to have all MVCC have access to an email account designated for the student which would allow them convenient access to communications as well as establish and manage an employment list

serve for interested students. Also, there is a need to review and provide an online system for student portfolio development and maintaining any student leadership records.

New Student Retention currently offers an online, interactive module for new student orientation which is linked to "real time" course availability and web registration. New full time students are trained in house to use this site during the student campus orientation programs. In conjunction with Counseling and Career Development, hopes are to designate a classroom with at least 30 computers for teaching as well as orientation sessions.

Student Support Services offers assistance and a five computer lab and two laptops for students served by this grant program. This access allows for low income students, who may not have a home computer, ability to use services and technology offered. A printer and scanner are also available for their needs. As needs continue to grow, Student Support would like to continue the growth and expansion of this lab to meet the critical student demand.

The Testing Center (B101) on Campus utilizes a lab of 24 computers for computer based training such as COMPASS assessment, ESL/COMPASS, College Level Examination Program (CLEP) and web based online exams for distance learners at other institutions of higher education. A lab of 6 computers is dedicated for ACE high stakes testing for professional certifications and pre-employment programs such as tests for the American Dietetic Association, Nuclear Medicine Technology Certification Boards, US Transportation Security Administration and Social Work Boards to name a few. These computers are also used for MOUS and IC3 testing for Moraine Valley Information Management Systems students. This second lab will be updated with new computer technology this year.

The 3rd lab, B106 is utilized for Pearson/VUE testing for international and national IT certifications as well as for distance learners. One computer in this 3 computer lab is dedicated to Valpar Pro 3000, which proctors a test for career decision making and exploration.

Appendix B - External Environment

Each sub-committee performed research on the environment external to the college to evaluate external trends and practice. We also reviewed the findings from outside agencies such as Gartner and Eduventures.

Reviewing the research from Gartner Group and Eduventures revealed their assessment of top strategic objectives in higher education by. The list from Eduventures as reflected by priority from the President, Chief Academic Officer, Chief Financial Officer, and Chief Information Officer is the following:

Strategic Objective	President	CAO	CFO	CIO
Improve use of data for strategic decisions	1	5	3	7
Improve use of data and reporting for accountability requirements	2	1	2	6
Increase innovation	3	6	10	10
Improve communication with stakeholders inside the institution	4	3	4	2
Improve business processes	5	4	1	5
Comply with regulatory mandates	6	2	6	3
Improve student services	7	8	5	1
Enhance productivity of faculty & administrators	8	7	7	4
Improve student learning outcomes	9	9	8	9
Improve access to education for the community	10	10	16	12

Source: Gartner 2006

According to Gartner, through 2009, higher education's planning assumptions are:

1. By 2012, continued growth in the cost of a college education, relative to household income, will force structural changes in U.S. higher education financing.
2. U.S. institutions of higher education must respond to the upcoming stagnation in the number of graduating high school seniors with improved enrollment management and outreach to nontraditional students.
3. Higher-education executive leaders must plan for a 50 percent turnover in top IT leadership by 2010.
4. By 2007, higher-education institutions with prospect-focused (CRM) enrollment management systems in place will have a competitive advantage in meeting their enrollment objectives through 2011.
5. By 2009, more than 50 % of all courses and sections offered will be a hybrid of face-to-face and online learning.
6. By 2007, 70 percent of e-learning platform functionality will be available through open-source.
7. Through 2008, institutions should expect little or no decrease in the overall security threat environment.
8. The regulatory and political environment will push institutions to continue to increase their security efforts and protect personal information.

Also according to Gartner, business priorities, as reflected by 54 CIO's in higher education are:

1. Security Breaches and disruptions to the business
2. Enterprise-wide operating costs
3. Supporting Competitive Advantage
4. Attracting, retaining and growing customer relationships
5. Improving business processes
6. Shortage of the right business skills in IS
7. Expanding use of information in products
8. Improving enterprise competitiveness
9. Faster innovation
10. Data protection and privacy

Academic

Based on a number of external resources reviewed over the past several months, the task group has made several recommendations to be included in the Strategic Technology Plan. The literature related to information technology and its use in instruction includes issues related to the "Digital Divide", costs, staffing, student readiness, faculty support and training, and effective implementation of technology. College stakeholders have an expectation that computing will be available at anytime and anyplace. With this high expectation, budgets in other areas are being squeezed or completed eliminated. The ability to plan for continued expansion of technology is essential in order to sustain a stable and high quality learning environment.

Moraine Valley's mission is to serve all community residents who desire to take advantage of higher education. Many of those residents are coming from high schools or other colleges where they have learned to depend on certain technologies to assist them in their educational pursuits. The college has for the last 10 years also hired faculty with the expectation that they are able to use technology in the classroom and for other college business. Therefore, it is important that the college provides the technology in their offices and in the classroom to fulfill that expectation. In order to fulfill this goal, the literature suggests that cost considerations are not limited to selection and purchasing of equipment, but for training of faculty and staff, support, maintaining hardware and software, and providing ample opportunity for staff to plan for future technologies and future implementations of the technology.

Based on surveys, focus groups and literature, students, faculty and staff prefer to have information available to them 24 hours a day which requires expanded staff support and financial resources. Community colleges are in competition for students and in order to remain competitive technology has to be made available and effectively used in the classroom and for college business. Online learning is an instructional delivery method that will continue to grow; therefore the infrastructure to support this modality needs to be always available and secure. This is becoming more and more relevant especially since the college is moving towards providing an online degree program. Electronic methods of communication are becoming more and more expected and are found to be more effective for the fast pace of business. Therefore, the college must provide electronic communication abilities to all students and staff.

Moraine Valley has done a tremendous job of putting technology at the forefront but in order to keep up with the pace a creative and collaborative planning process needs to be implemented to assure the college's continued success.

Administrative

Although direct competition between community colleges is not normally a concern due to out-of-district fees, we can lose students to four-year colleges and other colleges offering on-line programs if potential students perceive us as having outdated technology. Some neighboring community colleges have recently revamped their business systems to further support the needs of students and Moraine Valley needs to keep pace with these advances.

One of the college's strengths is employee longevity, and IT staffs from many community colleges have enjoyed the performance increases provided by this longevity. However, this could change as employment prospects improve in private industry and other businesses begin looking at community college's seasoned talent. Competition for technology experts between rival companies is expected to increase as the economy improves. Recent announcements by the U.S. Department of Labor show that joblessness claims are declining slightly, with 330,000 unemployment insurance claims a year ago in March verses 318,000 today.

While prices have fallen for some technology, new technology that promises improved services and processes is continually being developed. Base administrative software is increasingly complex, and college staffs are interested in purchasing more stand-alone systems (Curricunet, bookstore, etc.) and integrating them with the business system. Our capability to support and maintain current systems and services has already reached or is nearing 100 percent. High maintenance costs for administrative technology (both hardware and staff) may limit the college's ability to add enhancements.

Colleges have had to evolve from using simple security protections to much more sophisticated information security practices. Cyber safety has become as important as other aspects of campus safety. In addition, we need to work on internal security issues. Staff need better training in how to prevent cyber attacks on their personal computers, as well as other internal security issues such as sharing sign-ons and leaving podiums unlocked.

Another challenge we may face is a software company take over, with the new company refusing to support administrative software that we have purchased and implemented. While this risk is somewhat mitigated by having all new contracts require source code in escrow, IT applications staff is able to develop such code in house with the appropriate resource.

Infrastructure

Managing the campus IT infrastructure is becoming an increasingly complex task. Institutions that seek to maximize their investment need to build in security, reliability, flexibility, and scalability. The push toward integration and services that can bring information to faculty, staff, and students anytime and anywhere brings new challenges. Institutions are viewing emerging technologies as a competitive opportunity requiring the ability to adopt and adapt quickly. Institutions face the enormous challenge of creating an information architecture and framework to facilitate the access, maintenance, organization and storage of strategic data while at the same time the enterprise continues to press demands for greater availability, more bandwidth, more integration, greater mobility and more storage.

Advances in technology continue to come at a breakneck pace. Consumers are driving market forces to provide services on a 24x7x365 basis. Expectations are also high for current technology and the availability of electronic information when and where it is needed.

The college hardware infrastructure has either kept pace with area high schools and businesses or exceeded them. In local high-schools and business, most first-line equipment, such as high-end computer systems for CAD, medical imaging, and other intensive computing consist of current year computers. "Seventy-eight percent of graduates stated that their current job was related to their Moraine Valley degree." (Occupational Graduate Survey 2001) with, "the Industrial Technology program area [having] the highest proportion of graduates employed (80%)" (Occupational Graduate Survey 2001) Businesses are requiring more employees to carry pagers or other mobile devices in order to maintain contact with staff. With over seventy-two percent of graduates being employed full or part-time, there is a growing need to provide wireless access across the campus. Additionally, high-speed, broadband access is becoming the norm in society. Comcast recently announced another increase in base speed from 3Mb to 4Mb with no additional costs to consumers. Students have an expectation for either equivalent or better Internet performance at the college. Also, the city of Chicago announced an ambitious plan to provide wireless access throughout the city limits by the end of 2007. This will likely become a growing trend throughout neighboring communities within district.

Enterprise-level portals continue to be a prominent topic across the campus spectrum. Many campuses have embraced portal projects over the past several years, yet achieving the heralded full potential hyped by the growing portal vendor pool presents itself as an ongoing challenge for most campuses. In many cases, campuses find themselves forced to deal with multiple solutions as campus ERP and CMS projects result in the deployment of multiple portal products.

Staff

Technology Standing Committee:

Most organizations today utilize groups like this to provide review and insight into important areas to pursue. The makeup of this group should include faculty members, student development, finance, the center for teaching and learning, support staff and be chaired by the CIO. Some of the key roles should include the following:

1. Monitor implementation of the Technology Plan projects.
2. Recommend ways to expand the use of current and new technologies to improve learning and services to meet the needs of the college's staff and students.
3. Approve which areas of technology should receive further investigation

Mobile Computing:

The use of mobile devices has become ubiquitous in the public and private sector. Converged devices like PDA's and cell phones are used to access applications as well as the internet. IPODS are also being used today to download audio and video for students and staff. This area needs further investigation to see how it can be leveraged to support the mission of the college. An example of an application of this technology would be to use a PDA type device for test taking in the classroom instead of a Scantron test. Upon completion of the test, the information can be immediately uploaded to the application and eliminate the manual scanning effort and the delay in recording the grades.

Technology Acquisition:

Standards should be defined for the various user types along with interoperability standards between the various mobile devices in use. More work could be eliminated by providing these standards to each area of the college. Also, when planning for acquiring technology, the total cost, including support, needs to be planned for.

Computer Cascades:

Many areas have formal plans for when computers are replaced, depending on need, but there needs to be a formal plan for the entire institution. Most organizations have defined different classes of users with different needs. In our case, there should be 4 classifications, high and low end lab use, and compute intensive or normal office use. Then each of these groups should have a replacement time that is funded and planned for.

Telecommuting:

With the growth of online learning here at Moraine, students and faculty have come to expect support resources to be available when they are needed. With the state of technology today, just about everything can be done remotely, yet we do not have strategy in place. As many public and private companies have already done, we need to evaluate the jobs we have and determine which are candidates for telecommuting and run some pilots. This should also be a part of our Business Continuity plan in case employees are not able to come to the school, so that basic services can still be supplied.

New Business System:

The Student System is being developed to meet the needs of the college as defined by all of the key areas of the institution. When it is completed it will provide a state of the art system that will be available with an internet browser and always available. This will present a new challenge for the college to define a Student Services and IT support model that can be communicated to students, faculty and the community at large. Also, when the new system is in place, it will be tightly integrated with all of the other business systems that have been acquired over the last 3 years.

IP Telephony:

Further analysis needs to be done in this area to define what additional applications should be programmed on the phones.

Scout Teams:

We view the make up of Scout teams to be 2 – 5 individuals with a vested interest and technology background in hardware/software and academic areas. They should be individually chartered with responsibility to see what technology should be provided in the classroom. An example of an area this could be used is for lecture capture and clicker technology.

Web Administration:

Web Services is one of the technology areas seeing tremendous growth. To support this, portals should be investigated for their role in the college, both for students and staff. The opportunity to improve staff productivity by using web services is tremendous. An example of an area today that could be improved using this technology is the annual health care selection process.

Online Training:

Although we provide many options for online learning to our students, we do not provide any for our staff. A focused effort should be started to see what areas of need the staff have and pilot some classes.

Appendix C - SWOT Charts

A scan of the internal and external environment is an important part of the strategic planning process. Environmental factors internal to the college usually can be classified as strengths (S) or weaknesses (W), and those external to the college can be classified as opportunities (O) or threats (T). Such an analysis of the strategic environment is referred to as a SWOT analysis. The SWOT analysis provides information that is helpful in matching resources and capabilities to the competitive environment. As such, it is instrumental in strategy formulation and selection.

Each sub-committee summarized the results of their internal and external scans in SWOT charts.

Administrative

Strengths	Opportunities
• Flexible, scalable, up-to-date infrastructure • Bandwidth is available for any growing need • High-speed Internet connection • Majority of students satisfied with lab equipment (PC's & printing) • Smart classrooms (N=77) are of high quality • Resources were set aside to fund purchase of new business system • Web registration and online payments • The college engages in annual and strategic planning • Employee longevity	• New training needs increases staff skills. • Business system has areas for improvement and integration with Web based services. • Student system can be built to new, updated specifications. • New business system should make life easier for administrative areas. • If the college gave all students email accounts and used email for communication, we could potentially reduce the amount of expensive regular mail. • Integration of the student i.d. to the library system and registration would improve efficiency. • Creation of a "single sign-on" system for the various different systems will be more efficient for staff and students and also improve security. • Potential for offering more online services, such as advising and grad audit. • Technology performance gains are readily available across the college. • We need to consider other technology systems (such as emergency broadcast). • We need to improve the process to easily give new employees a sign-on and remove sign-ons for departing staff. • Technology planning should include off-campus sites. • IT needs to learn how to prioritize services. Spending more time on the back end can free staff to better serve students; this may be more efficient than always serving students first. • We need to review the implementation of the finance and HR systems and consider what we can learn from it. • Better classroom scheduling (a less manual system) could potentially free up some classroom space.

Weaknesses	Threats
• Financial aid system is stand alone. • More technology has been added but not always enough staff to support and maintain systems. • Initial implementation of parts of the new business system has made some procedures more difficult. • The college does not have a consistent plan for training support. • There is no financial plan to support the tech plan. • To properly complete the new business system, key staff need release time or back fill. • Cross-training in many areas is lacking. • We cannot support 24 x 7 x 365. • Hardware security is an issue in many areas. • We are limited in the number of students who can register online at the same time. • We have no ability to actively monitor system outages. • Space issues. We need: space for new labs and specialized student activities; space for new staff, and storage space for equipment. • Power (electrical capability) in computer room is at a critical level. • Better support for MACs is needed. • Organizational capability to maintain current systems and services has already reached or is nearing 100%. • Lack of communication (or perceived lack of communication) is still an issue. • The college tries to do too many things and goes in too many directions at once. We need to determine what is most critical to be done, and finish each project before moving on to the next new "flavor of the month".	• High maintenance costs for smart classrooms (hardware and staff) may limit our ability to add more. • Flat or reduced budgets over the next two to three years could slow or prevent new technology implementation. • Expectations for 24x7x365 operations are a growing concern. • We may lose students if other schools perceive us as being out-of-date with technology. • Another software company may take over and fail to support any administrative software that we purchase. • Many outstanding problems are not fixed while we move on to the next new project. • Security measures fall short of institutional needs.

Strengths	Opportunities
• Willing staff (IT) • Strong commitment to technology evidenced by the number of labs/Smart classrooms, quality of equipment • Faculty that are computer literate • Training opportunities for faculty/staff (CTL) • Commitment on the behalf of the faculty to deliver training • Staff responsiveness to student/faculty/educational needs • Diversity of skills (many IT staff members have a wide repertoire of IT skills)	• Improvement or expansion of wireless access on campus • The ability to "push" information to students via e-mail, web-site, automated phone messages • Expand the use of technology to better serve our students • Having better access points to know who our students are • Grant writing for additional funds to support IT issues • Use of faculty to support IT staff • Faculty who are recognized experts in their field • Using resources effectively
Weaknesses	**Threats**
• Funding is limited/budget constraints • Ongoing cost of maintaining and supporting technology • Training is limited • Over-extended staff (IT) • Lack of cross-training • Vulnerability to cyber threats • Lack of vision planning • IT staff more reactive than proactive/could be caused by limited staff • Lack of communication in planning for future use of technology across divisions • Lack of responses • Cost of the use of technology for students • Lack of disaster recovery plan • Lack of awareness of available technologies on campus- no central list of what inventory the college has • Unclear division of work and lack of specialized technology functions: i.e. lack of support staff solely for academic or administrative purposes • Ongoing cost of replacing technology (e.g. stolen or outdated)	• Security threats to networks (Blackboard, Registration, e-mail) • Potential impact on enrollment due to unmet student expectations for on-campus technological resources • Lack of planning and visioning could result in stagnation • Lack of focus on academic computing needs (again staff stretched too thin) • Lack of 24/7 support for students – other institutions are providing assistance • Lack of student e-mail system – other institutions provide email • Lack of distance learning tools, i.e. streaming media • Ability to attract qualified candidates for future job postings • Difficult to budget for rapidly changing and emerging technology • Silos on campus • Diminished cooperative spirit

Infrastructure

Strengths	Opportunities
• Flexible, scalable, up to date infrastructure • Bandwidth is available for any known future need • High-speed Internet connection with flexible, smooth upgrade path if needed • Majority of students satisfied with lab equipment (PC's & Printing) • Smart classrooms, where they exist, are of high quality • All classrooms & office spaces pre-wired for network access • Wireless available in many areas of the college • Well designed Intranet site accessible on and off campus • College has an overall, long-term plan for growth of the campus (Master Facilities Plan)	• Technology performance gains are readily available across the college • Business system has many areas for improvement and integration with web based services • Student system can be built to new, updated specifications • No current student accounts provide tremendous flexibility in how we design future student authentication processes and procedures • Government compliance needs present opportunities to better secure our student data • Several departments have shown an interest in providing student email • New server consolidation and disk management software/hardware solutions are available on the market today • Vendor products that fight Spam, virus, spyware, etc., are growing in maturity
Weaknesses	**Threats**
• No ability to actively monitor system outages • Space for new labs and specialized student activities is lacking • Power (electrical capability) in computer room is very disorganized and ad-hoc • Organizational capability to maintain current systems and services has already reached or is nearing 100% • Technology acquisition does not adequately account for maintenance • Wireless is currently an ad-hoc model providing only basic Internet access • Equipment losses due to theft a growing concern – security solutions are only hardware based • Quality support for Macintosh computers is lacking • IT not advertising strength of Intranet site or use of self-help • Business system not being implemented requires supporting legacy architecture • Systems currently lack ability to communicate with each other through any central database	• Flat or reduced budgets over the next two to three years will slow or prevent new technology implementation • Hackers are becoming more aggressive and advanced in their attacks increasing the defense complexity and risks to the college • Expectations for 24x7x365 operations are a growing concern, but needing research to understand expectations better. • Data storage and the accumulation of electronic records will test backup procedures • Area high-schools are promoting use of student email and providing on-campus storage for data • Vendor release of service patches for software/operating systems continues unabated due to security breaches and fixes • SPAM is a continuing problem. Indications are that SPAM is on the decline while the release of spyware is on the increase

Staff

Strengths	Opportunities
• Low turnover of college staff • Funding for large technology investments are provided for • Good technology networking with ICCTA, Gartner and CIO Exchange. • Technology training for faculty provided by CTL • Process for upgrade of lab computers works well • Current IP telephony provides additional capability • Possess deep technical knowledge in many areas of the college • Have a reasonably mature Web administration system	• Technology training for administrative staff could be better by leveraging online training • Define a clear strategy for the use of mobile computing • Define a computer cascade strategy for the rest of the college • Infrastructure in place to support telecommuting, but not currently being used • Completing the implementation of the Business system will provide an integrated suite of applications • There are opportunities to integrate the business system with the telephone system • Leverage deep technical knowledge for scout teams in specifically identified areas • We can take advantage of more efficient utilization of web services to improve productivity
Weaknesses	**Threats**
• Our current process for acquisition of technology does not include support costs or staffing • Lack of adequate support prevents the effective implementation of technology • Cross training of staff is limited because of current staffing levels across the college • Communication across the college needs work • Support resources don't match student and staff expectations for 24 X 7 availability • Have not taken advantage of a lot of additional capabilities of IP telephony • Do not have resources to be out looking at what else we can be doing with the Web • Do not have college policies which allow us to maximize Web resources	• Technical capabilities and support are becoming a differentiator for students in college choice • Loss of technology grants will continue to apply budget pressures on the staff (IT and CTL) • Lack of staff space could be a problem if funding is secured • Continued investments in technology without investments in support will put the investments at risk • Other colleges are receiving benefits in efficiency through the optimization of Web resources and services

Student Specific

Strengths	Opportunities
• Our new integrated software system • Our online payment system • Our web registration/admissions system • Our extensive online library resources and student academic support facilities • Our online access to Academic Advising/Articulation information and to Counseling and Career Development resources • Our on campus student access to computers	• Consider email for students as a vehicle for efficient communication with students regarding grades, degree audits, job placement, registration, financial aid, and student activities. • Expand wireless access opportunities on campus • Provide scanners and other multimedia production tools for student use • Expand the availability of library services and the ability to access such services with PDA's and other wireless devices • Provide additional job placement tools for student use
Weaknesses	**Threats**
• Our web capabilities should be 24/7 and our ability to handle peak loads and keep users online for extended periods needs work • We need to integrate our financial aid system with the rest of our information system • Our lack of student email capabilities (both a weakness and an opportunity) • We need more computer classrooms and smart classrooms (including "podium" capabilities in the Student Center) to expand the capabilities of the Testing Center and our Student Development activities	• Technological capabilities are becoming a choice factor for students in college attendance decisions • Our ability to keep student computers on campus updated • The growing trend to paperless environment both internally and for communication with students

Appendix D - Strategic Objectives

SWOT charts and other tables and information were used to create a listing of objectives as they related to each sub-committee. These were essentially a listing of "to do" items that the college should try to accomplish to address shortcomings revealed through their internal research, external research, and development of their SWOT charts. Objectives were required to address specific shortcomings within their respective areas as well as address the goals of the college's Strategic Plan.

Academic

Technology Item	Ties to Strategic Plan	Ties to Strategic Technology Plan	Description
Provide Student Email	1, 2, 3, 4, 5, 6	1, 3, 7	Provide college sponsored email accounts
Provide secure electronic environment for faculty and staff in support of the college's business	6	1, 4, 6	Ensure that faculty have awareness and training opportunities for properly securing technologies on campus
To provide a budget for technology linked to the college's strategic plan	5	4,	Assure that the items identified in the strategic plan are funded
To provide resources necessary to subdivisions and departments that allow the purchase of emerging technologies	5, 6	2	
To provide sufficient training opportunities for all faculty, staff, and students	1, 6	3	
To provide ample opportunity for planning, implementing and maintaining current and emerging technologies	5, 6	4	
Develop a disaster recovery plan	5, 6	1, 5, 6	
To provide sufficient resources to support all technological systems and services for students, faculty and staff	5, 6	4	Examples are to have sufficient staff available to pre-locate AV equipment in the classroom prior to classes beginning

To increase the capability of the IT staff to be able to plan effectively and anticipate needs collaboratively with faculty and staff	5, 6	4, 5	Increase IT's involvement in the academic planning process
To create a communication plan that would promote better coordination of funding and implementation of technology and related areas.	1, 5, 6	5	Need description
Review the technology implementation plan on an annual basis to redesign as necessary	1, 2, 3, 4, 5, 6	5	
To investigate the needs of all stakeholders related to technology	1, 2, 3, 4, 5, 6	5	Standing Tech commission
To provide ample opportunities for training in multiple modalities	1, 5, 6	6	
To provide the necessary resources to support training and other professional development opportunities	5, 6	6	
To plan strategically for the input of technology to redesign processes that will create a positive change	5, 6	7	

Administrative

Technology Item	Ties to Strategic Plan	Ties to Strategic Technology Plan	Description
Enhancement of the financial system.	1, 3, 5, 6	2, 3, 5	Review of administrative systems and identify those areas that can be further developed such as integration and implementation procedures, business process, forms and reports, scheduling and the prioritization of enhancements.
Technology support for external agencies using our facilities	1, 2, 6	1, 2	Develop solutions and procedures to properly accommodate external agencies utilizing our facilities and clearly define expectations for support.
Review of salaries and grades of technical staff	5, 6	4, 6	Ensure that IT staff receives competitive salaries in line with industry.
IP/TV (service, training, and support)	1, 6	2, 6, 7	Further utilize in-place technologies for training purposes.
Process to cost IT services when new computers/labs are ordered	1, 5, 6	4	Determine in-house costs to support technology around campus and create a process by which these determined costs will be built into the purchase price of labs, PC's, databases, etc.
Student Email		1, 3, 7	Investigate the costs and benefits of having student email accounts available and decide on a course of action.
Off campus locations - Technology and support	1 - 5	1, 2, 5, 6	Develop solutions and procedures to properly accommodate off-campus instructional centers.
Finish the student system and integration with standalone systems	1, 2, 5, 6	3, 6, 7	Complete the implementation of the student system
Automate user account management procedures	1, 2, 5, 6		Develop an automated identity management process to quickly and efficiently manage user accounts across all systems through a centralized management system
Create and define expectations for	5, 6	3, 4, 7	Clearly define the operational hours and supported hours for technologies and systems

24x7 operations.			on or off campus based on reasonable support expectations.
Increase the security awareness of staff	6		Provide additional venues and opportunities for security awareness training

Infrastructure

Technology Item	Ties to Strategic Plan	Ties to Strategic Technology Plan	Description
Research the benefits and costs of a SAN purchase	5	3	Consolidate servers and storage, building redundant server arrays, and take advantage of virtualization.
Wireless access	1, 6	2, 5	Investigation of wireless access for student laptops, mobile labs, PDA's, etc.
Integration of Library System	1, 2, 3, 6	3	Integration of the student records database and the library's patron database should be integrated within the student system in order to eliminate the need for repetitive records and maintain accounting records.
Off campus locations – Technology and support	1, 2, 3, 4, 5	1	Support for technology at EHS and UPS – other off-campus locations. Produce a pricing structure for implanting additional off campus support for both public and private locations.
Co-generation for electrical power (diesel/gas generation of electricity)	1, 5, 6	1	Generate our own electrical power – possibly selling it back to the electric company. Primarily needed for brownout/blackout periods.
Business Continuity plan	1, 5, 6	1	Campus wide technology business continuity plan and formal testing procedures of that plan. Should also include business recovery plan. This includes proper backup of servers around campus.
Security of all resources– Tie to NSF Security Grant	1, 6	1, 5	Security of hardware, software, and electronic/digital property of MVCC.

Staff

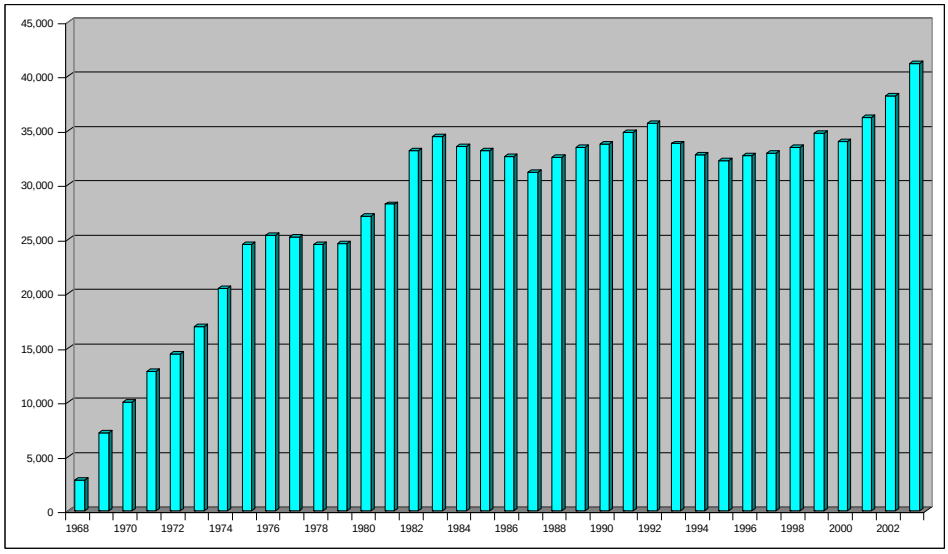
Technology Item	Ties to Strategic Plan	Ties to Strategic Technology Plan	Description
Create a Standing Technology Committee	1, 5, 6	5	Create a committee charged to review technology, funding models, support needs, standards maintenance, and annually update the Strategic Technology Plan.
Develop a strategy for mobile computing.	1, 5, 6	4	
Develop cross-training practices	5, 6	7	Cross-training of staff would improve the effectiveness of operation and the longer-term efficiency of college business.
Develop and implement a technology acquisition process that includes support costs and staffing costs	5, 6	7	There is a weak relationship between acquisition of technology and staffing for the support of technology.
College practices must be modified to maximize web resources	5, 6	6	Current practice prohibits use of the Intranet site or other electronic form processing applications.
Develop consistent and ongoing training of technology tools	5, 6	6	Training on the use of technology tools must be ongoing and consistent across all the areas of the college to improve productivity and eliminate barriers to the acquisition of new skills
Increase staffing in support of IP Telephony	5, 6	6	Staffing must be increased/allocated to leverage the capabilities of the installed IP Telephony system
Ensure adequate space for instructional technology needs	1, 5, 6	6	Classrooms must be large enough for the effective use of instructional technology
Better communicate technology and	1, 5, 6	5	A focus of college-wide communication should be present when proposing new technologies

policy change impact			and changes in the use of current technologies
Optimize the use of Web Services to improve productivity	5, 6	4	
Focus more effort on locating funding sources for technology	5, 6	4	Reorganize college priorities to allocate time and staff resources to pursue grants and alternative revenue sources to assist with the declining revenues for the funding of Information Technology.
Better review of support and staffing costs of technology acquisition and fulfillment	5, 6	4	Develop a process which will examine the associated support and staffing costs, including on-going operations maintenance, when purchasing new instructional technologies, and provide the resources to support it
Ensure that support resources match student support needs	1, 5, 6	3	Ensure that support resources, using a well-defined and cost-effective business plan, are designed to meet the expectations of the college and student needs
Research student assessment through the use of technology	1, 6	3	Investigate uses of technology to improve student assessment techniques in both traditional and non-traditional courses.
Develop marketing and recruitment tools	1, 3, 5, 6	3	Develop marketing and recruitment tools which display the college's technical abilities to assist student learning

Technology Item	Ties to Strategic Plan	Ties to Strategic Technology Plan	Description
E-commerce	1, 2, 5, 6	1, 2, 3, 5	Student purchases made on-line over the Internet. Such as books, official transcripts, and tuition. Could also include staff purchases as well
Student email	1, 6, 3	2, 3, 4, 5	
Smart cards	1, 6	2, 5	Student purchases such as Café Moraine, book store purchases fully integrated to debit students financial aid
New Business System Implementation	1, 3, 5, 6	1, 2, 3, 4, 5, 6	
Technology Store/Computers	1, 6	2	Students provided discount pricing on computers and peripherals. Faculty and staff may also apply. Furthering the vision, all technology purchases could route through this store.
Computer cascades	1, 5	2, 4	Continue with cascading procedures and modify if needed for academic labs
Technology Support	1, 5, 6	1, 2, 6	Adequate personnel to support lab computers, desktop computers, and computer systems on campus.

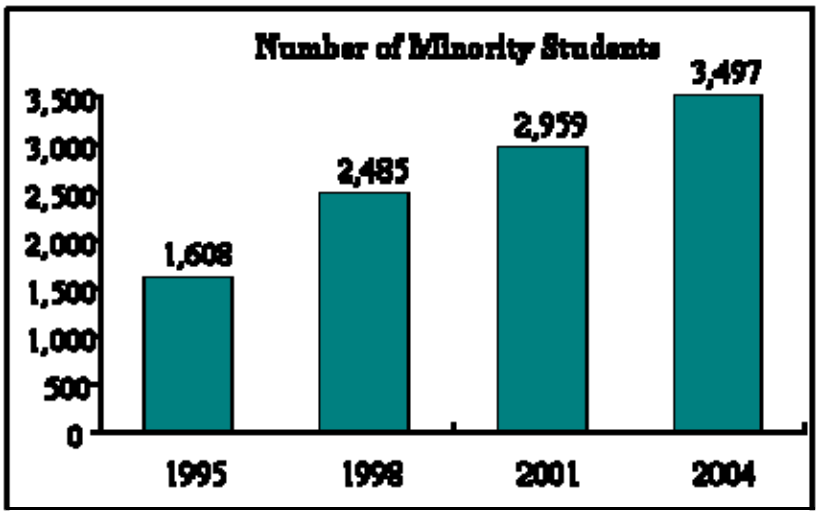
Appendix E – Charts

Chart 1 - MVCC Student Population Headcount from 1962 - 2004



Source: MVCC Raw Census Data, Office of Institutional Research and Planning

Chart 2 – MVCC Minority Student Increase



*Source: MVCC Office of Institutional Research and Planning

Appendix F - Tables

Table 1 – MVCC District Population Changes and Projections 1999 – 2030

Municipality/ Region	Total Population			Population Change		Population Change	
	Census		Forecast*	1990 - 2000		2000 - 2030	
	1990	2000	2030	N	%	N	%
Chicago Ridge	13,643	14,127	13,715	484	3.5%	(412)	-2.9%
Hickory Hills	13,021	13,926	13,781	905	7.0%	(145)	-1.0%
Palos Heights	11,478	11,260	14,304	(218)	-1.9%	3,044	27.0%
Palos Hills	17,803	17,665	18,110	(138)	-0.8%	445	2.5%
Palos Park	4,199	4,689	7,951	490	11.7%	3,262	69.6%
Willow Springs (80%)	3,607	4,022	7,930	415	11.5%	3,908	97.2%
Worth	11,208	11,047	11,136	(161)	-1.4%	89	0.8%
Central	**74,959**	**76,736**	**86,927**	**1,777**	**2.4%**	**10,191**	**13.3%**
Evergreen Park	20,874	20,821	19,742	(53)	-0.3%	(1,079)	-5.2%
Hometown	4,769	4,467	4,435	(302)	-6.3%	(32)	-0.7%
Oak Lawn	56,182	55,245	59,522	(937)	-1.7%	4,277	7.7%
Northeast	**81,825**	**80,533**	**83,699**	**(1,292)**	**-1.6%**	**3,166**	**3.9%**
Bedford Park	566	574	620	8	1.4%	46	8.0%
Bridgeview	14,402	15,335	14,865	933	6.5%	(470)	-3.1%
Burbank	27,600	27,902	26,842	302	1.1%	(1,060)	-3.8%
Forest View	743	778	796	35	4.7%	18	2.3%
Justice	11,137	12,193	14,726	1,056	9.5%	2,533	20.8%
Summit	9,971	10,637	9,541	666	6.7%	(1,096)	-10.3%
Northwest	**64,419**	**67,419**	**67,390**	**3,000**	**4.7%**	**(29)**	**0.0%**
Alsip	18,227	19,725	22,349	1,498	8.2%	2,624	13.3%
Blue Island	21,203	23,463	25,511	2,260	10.7%	2,048	8.7%
Calumet Park	8,418	8,516	8,760	98	1.2%	244	2.9%
Crestwood	10,823	11,251	12,801	428	4.0%	1,550	13.8%
Merrionette Park	2,065	1,999	2,110	(66)	-3.2%	111	5.6%
Robbins	7,498	6,635	7,391	(863)	-11.5%	756	11.4%
Southeast	**68,234**	**71,589**	**78,922**	**3,355**	**4.9%**	**7,333**	**10.2%**
Oak Forest (11%)	2,882	3,086	3,634	204	7.1%	548	17.8%
Orland Hills	5,510	6,779	7,474	1,269	23.0%	695	10.3%
Orland Park	35,720	51,077	70,713	15,357	43.0%	19,636	38.4%
Tinley Park (40%)	14,848	19,360	25,556	4,512	30.4%	6,196	32.0%
Southwest	**58,960**	**80,302**	**107,377**	**21,342**	**36.2%**	**27,075**	**33.7%**
Total	**348,397**	**376,579**	**424,315**	**28,182**	**8.1%**	**47,736**	**12.7%**
Cook County	**5,105,067**	**5,376,741**	**5,938,248**	**271,674**	**5.3%**	**561,507**	**10.4%**

*Source: Northeastern Illinois Planning Commission; Endorsed September 30, 2003.

Table 2 – MVCC Enrollment by Program

Program	2000	2001	2002	2003	2004	2003-04	2002-04	2000-04
Computer & Local Area Network Tech - AAS	69	88	93	103	97	-6%	4%	41%
Computer Graphics-Digital Art/Design - AAS	85	121	122	125	117	-6%	-4%	38%
Computer Numerical Control Machining - AAS	11	10	7	3	0	-100%	-100%	-100%
Correction Officer/Youth Supervisor -AAS	+	+	+	+	4	-	-	-
Desktop Publishing and Graphics - Cert.	5	4	3	6	4	-33%	33%	-20%
Electronic/Computer Controls Tech - AAS	42	37	39	40	31	-23%	-21%	-26%
Human Resources Management - AAS	44	30	19	22	14	-36%	-26%	-68%
Internet Specialist - AAS	2	3	10	11	13	18%	30%	550%
IT Security Specialist - AAS	+	+	+	+	2	-	-	-
Liberal Arts Transfer	2,123	2,118	2,467	3,098	3,622	17%	47%	71%
Low Adult Secondary Education ASE	+	+	+	5	1	-80%	-	-
Machinist - Cert.	50	22	25	14	3	-79%	-88%	-94%
Marketing & Management - AAS	67	56	52	48	43	-10%	-17%	-36%
Massage Therapy - Cert.	+	+	+	+	27	-	-	-
Mechanical Design Drafting/CAD - AAS	141	117	93	112	100	-11%	8%	-29%
Mechanical & Fluid Power Maintenance - Cert.	16	23	24	17	4	-76%	-83%	-75%
Medical Laboratory Technology AAS	10	4	0	0	0	-	-	-
Medical Office Assistant Cert.	+	+	5	31	72	132%	1340%	-
Management Information Systems - AAS	169	167	135	115	88	-23%	-35%	-48%
Nursing - AAS	165	178	190	204	202	-1%	6%	22%
Office Systems & Applications - AAS	340	242	196	164	130	-21%	-34%	-62%
Radiologic Technology - AAS	55	51	59	60	68	13%	15%	24%
Small Business Management - AAS	53	35	39	43	34	-21%	-13%	-36%
Technical Sales & Service Rep. - AAS	4	2	2	5	1	-80%	-50%	-75%
Transfer Course Enrollee	1,741	2,274	2,531	2,592	2,271	-12%	-10%	30%
Travel Business Management- AAS	52	47	36	28	56	100%	56%	8%
	5,244	**5,629**	**6,147**	**6,846**	**7,004**	**2%**	**14%**	**34%** *

Source: MVCC Office of Institutional Research and Planning

Table 3 - Academic/ Library Support Services

An “online” survey of a collection of local and national community colleges demonstrates the Moraine Valley is among the leaders in providing academic and library support online for students.

College	Access to Research Tools	“Ask a Librarian”	Workshops and Tutorials	Research Guides	Interlibrary Loan Requests	View Records and Renew Online	Writing Center Online Services
MVCC	Yes	Yes	Yes	Yes	Yes	No	Yes
College of Dupage	Yes	Yes	Yes	Yes	Yes	No	No
Triton	Yes	Yes	No	No	No	No	No
Harper	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Johnson County CC	Yes	Yes	Yes	Yes	Yes	No	No
South Suburban	Yes	No	Yes	No	No	No	No
Santa Fe CC	Yes	Yes	No	Yes	Yes	Yes	Yes
Glendale CC (Maricopa)	Yes	Yes	Yes	Yes	Yes	No	No
Saint Louis CC	Yes	No	Yes	Yes	Yes	No	No

Table 4 – Automated Registration Processes Survey

COLLEGE	REAL TIME APP	WEB REG.	TOUCH TONE	OPERATOR ASSISTED REG.	TUITION PAYMENT ONLINE	ONLINE ORIENTATION	PLACEMENT TESTING
Harper	No – 2 day process	Yes	Yes	No	Yes	No	COMPASS CIS
Morton	No	Yes	No	Yes	Yes	No	Accuplacer
Prairie State	No	No	Yes	No	No	No	COMPASS
South Suburban	No	Yes	Yes	Yes	Yes	No	COMPASS ASSET
COD	No – 2 day process	Yes	Yes	No	Yes	No	COMPASS
Kankakee	No	No	No	Yes	Yes – FACTS-e-cashier	No	COMPASS
College of Lake County	No	Yes	Yes	No	Yes	No	?
Joliet Jr College	No	Yes	Yes	Yes	Yes – eResources	Yes	COMPASS
Waubonsee	No	Yes	Yes	No	No	No	COMPASS
Triton	No	Yes	No	Yes	Yes	No	COMPASS

Appendix G – Reference Materials

Document 1 - Moraine Valley Community College Strategic Priorities

1) EMPHASIZING AND PROMOTING STUDENT SUCCESS

- *Integrate academic programs and support services as part of a holistic approach to student development*
- *Commit to and practice learning college principles in all activities involving students and customers*
- *Organize all curricula, programs, services, and activities around the principle of excellent personalized service*
- *Provide a full complement of Web-based programs and services for students and customers*
- *Ensure access by increasing convenience through flexible programming and scheduling*
- *Develop innovative programs and services needed by students and customers to achieve their goal*
- *Strengthen our commitment to serving underprepared students*
- *Implement a comprehensive student assessment program*

2) ENHANCING COMMUNITY CONNECTIONS AND PARTNERSHIPS

- *Conduct continuous assessment to determine community needs for programs and services*
- *Develop curricula, programs and services on a timely basis in response to determined community needs*
- *Use technology to improve the connection with student and customer markets*
- *Locate programs, services and facilities in close proximity to students and customers*
- *Create seamless environments for students moving from K-12 to college*
- *Expand and strengthen relationships with the community, including local business, the corporate sector, government, social service agencies, and civic organizations*

3) INCREASING COMMUNITY AWARENESS

- *Develop and implement a comprehensive enrollment and marketing plan*
- *Develop and promote a clear brand identity with constituents and cultivate an image that promotes name recognition*
- *Promote the college as a cultural center and a community of learning*

4) EMBRACING DIVERSITY

- *Expand programs, services and delivery systems to meet the needs of diverse learners*
- *Continue integrating global and intercultural perspectives into programs and services*
- *Recruit, orient, develop, and retain diverse faculty, staff and students*
- *Provide current staff with professional development programs and activities in behavioral objectives related to diversity*

5) PLANNING, ACHIEVING AND MANAGING GROWTH

- *Develop, approve and implement multiyear enrollment targets to guide resource allocation and the activities of faculty and staff*
- *Develop and implement institution wide retention strategies*
- *Develop business plans for all new initiatives that guide resource allocation*

- *Leverage existing resources, evaluate current allocation patterns, and consider alternatives for reallocation to provide continuing resources for innovation*
- *Identify new sources of revenue to support growth within the limits of institutional mission and purpose*
- *Revise the college's Technology Plan*
- *Implement the Master Facilities Plan*

6) BUILDING ORGANIZATIONAL CAPABILITY THROUGH CONTINUOUS IMPROVEMENT

- *Engage in continuous review of institutional processes, systems and structures to assure efficient operations*
- *Practice continuous evaluation and improvement processes to ensure high quality curricula, programs and services*
- *Develop and implement a systematic process for assessment that links measurement and action in all academic and nonacademic areas*
- *Enhance the speed of data-driven decision making and action throughout the organization*
- *Integrate current activities and new initiatives into the annual planning process*
- *Emphasize a collaborative approach to all aspects of work*
- *Develop and implement a comprehensive professional development program for all staff*

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