



**2010-11 Educational Technology Services (ETS)  
Annual Report**

**August 2011**

## Contents

ETS VP Office Annual Report	page 1
Communications and Network Services Annual Report	page 14
Computing Services Annual Report	page 22
Instructional Technologies Annual Report	page 28
Libraries Annual Report	page 37
2011-12 ETS Objectives	page 44

# Vice President's Office

---

## Overview

The purpose of the ETS Office of the Vice President is to manage the technology resources of the College and ensure information security for the College community. Primary responsibilities include: planning for and managing the human, fiscal and physical resources of the division; implementing new information systems; advocating technology services to the College; and recommending technology policy. The ETS VP Office is committed to integrating current and emerging technologies into services provided to students, the community, and the faculty and staff. To facilitate the teaching and learning process, ETS is committed to the mission of the College, the MCC Strategic Plan, and the MCC Technology Plan.

# Vice President's Office

---

## Facts

- Utilizing the Informacast system, ETS enhanced the Myron Cucci Carillon and implemented a quarter-hour test of the on-campus emergency notification system
- Twenty-three units of the next generation of Xerox multifunction devices were procured and deployed to departmental offices
- The servers and software for InformaCast (the College's on-campus emergency notification system) servers and software were upgraded to version 8
- The security of student accounts was enhanced by requiring password and PIN changes; student account activation and password reset processes were streamlined
- The next generation of Web servers were ordered after an evaluation of multiple hardware platforms and determination of a new software platform; a new web environment and architecture was developed to simplify web server deployment and improve reliability and performance of the College's web presence
- The Computer Deployment Plan (CDP) procured 607 computers for the 2010-2011 academic year
- The Building 9 project added 224 computers to the CDP
- The Applied Technologies Center emergency communication system was upgraded to parallel the Brighton and Damon campuses
- NY-Alert (the College's off-campus emergency notification system) was upgraded by the State Emergency Management Office (SEMO)
- ETS VP staff participated in several College-wide committees including Serving Students Best, Budget Resource Committee and the Emerging Technology Committee
- ETS VP staff coordinated the Moran Technology consultancy; over 1,000 comments from the MCC community were reviewed by the consultants
- ETS VP staff assisted other divisions with technology acquisitions including Public Safety's closed circuit television system and recognition system, the MCC library's e-book readers and VaPA's music practice room access control system
- ETS developed and integrated single sign-on technology for student email and SLN Angel via the MyMCC portal

# Vice President's Office

---

## Projects

- **MCC Shuttle Bus Passenger Tracking System**  
Developed a College shuttle bus passenger tracking system using college IDs, laptop computers, magnetic card readers and database system.
- **PaperCut Print Management System**  
Integrated the College print management system, PaperCut, for all student printers on all four college sites.
- **Course Roster and Photo Directory of Students**  
Created an individualized course roster photo directory of students for faculty by integrating photos from the ProWatch ID system and Banner data for courses, students and faculty instructors.
- **Automated Faculty Course Schedule in Outlook**  
Integrated Banner course schedule information into faculty members' Outlook calendars with information including course, section, location, date, time and duration.
- **MyMathLab Plus Pilot**  
Integrated Banner data with the math department's MyMathLab Plus software pilot test.
- **Next Generation Multifunction Device Procurement**  
Developed an RFP (Request for Proposals) for multifunction device procurement in conjunction with Purchasing, CNS, and Computing. Conducted a technical shootout of competing vendor solutions and integrated the successful vendors solution for MCC.
- **Purchase Order Delivery Scanning System**  
Developed a system to create portable, electronic purchase order documents for use with shipping order deliveries.
- **Next Generation Web Services Technology Platform**  
Identified and procured new hardware and software to host College Web services.
- **Emergency Notification Systems Evaluation**  
Evaluated numerous vendor solutions for emergency text communication. MCC's current system, NY-Alert, was recommended and accepted by the president.

# Vice President's Office

---

## Projects

- **The 360 Project**

Engaged Pictometry to photograph all classrooms on the Brighton and Damon campuses using IPIX technology and overlaying it with campus floor plans. These 360 degree pictures will be integrated into MCC's emergency planning process.

- **Banner Security**

Enhanced Banner and system security by implementing new password policies, and developing an account activation process for new students, requiring randomly generated PINs and developing more secure password and PIN reset processes.

- **Single Sign-on Project**

Provided single sign-on through the MCC portal to various external systems such as Microsoft's Windows Live student email system and Angel.

- **East Building Project**

Worked with SWBR architects to research the viability of extending the Brighton campus library over the plaza, creating an East building to house ETS operations including the ELC, Computing Services, and creating a college one-stop Student Welcome Center.

- **MDF (Main Distribution Frame) Project**

Worked with M/E Engineering and MCC's Facilities Department to expand and enhance the College's main data distribution frame.

- **Internet Service Enhancement**

Partnered with Purchasing and HPA to develop an RFP to increase MCC's bandwidth and provide for an emergency off-campus MCC web presence.

- **Emergency Communication External Speaker Test Project**

Integrated the Carillon bell tones as Informacast broadcasts to allow for regular (every quarter hour) testing of MCC's InformaCast Emergency Communication system and to enhance the Myron Cucci Carillon project.

- **Public Safety Video Project**

Evaluated and selected a vendor for video surveillance and license plate recognition systems; worked with Purchasing and Public Safety.

- **Applied Technology Centers Emergency Communication Project**

Installed internal and external emergency paging horns at ATC; worked with Toshiba Business Systems.

# Vice President's Office

---

## Accomplishments

### 1 Promoting Excellence in Teaching and Learning

**VP1-1 Research and prepare a "white paper" on the potential use of open educational resources at MCC in the areas of classroom handouts, assigned textbooks, and the online program**

15% The development of the open educational resources white paper was deferred to 2011-12.

### 2 Enriching and Broadening the Student Experience

**VP2-2 Develop applications for mobile devices**

100% MCC developed a proof of concept website designed for deploying information (e.g. campus maps, class cancellations and events) on portable devices (e.g. cell phones). This site was developed to mimic the look and feel of a Smartphone application. Quick Response (QR) codes, a form of two-dimensional barcodes, were used to encode the URL to this website.

The web team implemented a subset of this proof of concept in production, and QR codes were added to MCC Brighton campus maps located around the campus so that students and campus guests could easily obtain maps on their mobile devices. This prototype was operational at the beginning of the fall 2010 semester.

# Vice President's Office

---

## Accomplishments

### 3 Responding to Enrollment, Community and Workforce Needs

**VP3-3 Provide technology leadership and support to new funding, new services, and new workforce development initiative, e.g. League's Next Gen Learning Challenges, Higher Education for Development's Community College Entrepreneurship Program**

85% ETS took a lead role in submission and implementation of the Gates Foundation grant "Next Generation Learning Challenges" partnering with Central Piedmont Community College and faculty from MCC's Transitional Studies, Admissions, Research, Counseling and Advising, and Training departments. Several ETS departments - Computing Services, Instructional Technologies, and Training are playing a major role to integrate the Online Student Learning Profile System (OSPLS) into MCC's processes.

ETS VP staff were involved in the preparation of several federal and foundation grant proposals; including the Department of Labor, FIPSE and the Lumina Foundation.

### 4 Building Upon Human Capital

**VP4-4 Implement year one of a three year process to design and offer Project Management Services within ETS**

100% ETS staff participated in Project Management training through Economic Development and Innovative Workforce Services (EDIWS). ETS Management team (25) completed a four hour Project Management Essentials training while the rest of the division attended one of two Project Management Overview two-hour sessions. The Moran Technology Consulting report and recommendations were shared with the ETS division at the June 2011 retreat. It was noted that major technology projects (requests for technology services) would be processed using a project management system and that these projects would be prioritized institutionally.

## Vice President's Office

---

### Accomplishments

#### 5 Enhancing Our Physical Environment

**VP5-5 Complete College survey, submit report, and be ready to implement a basic disaster recovery/business continuing action plan by June 1, 2011**

50% With the assistance with an outside vendor, MCC started the process of conducting a Business Impact Analysis (BIA) which will lead to a Disaster Recovery (DR)/Business Continuity (BC) Plan. ETS collected responses from several campus-wide offices.

Additionally, ETS researched a variety of disaster recovery templates and other institutional DR processes and created a DR plan for the Banner system.

**VP6-5 Continue to improve the College's emergency communications capabilities through Cisco's Unified Communications System and NY-Alert**

100% ETS updated the InformaCast system to version 8 to take advantage of new capabilities. A cross-divisional committee evaluated numerous emergency communication vendors for possible replacement of the NY-Alert system. The committee's recommendation to the president to stay with NY-Alert was accepted.

ETS personnel wrote scripts to change the NY-Alert registration process for students, faculty and staff from opt-in to mandatory. Programming features were modified to change the manual once a week upload of data to SUNY to an automated, twice per week process.

**VP7-5 Develop and implement an automated network device inventory reporting system**

25% As an enhancement to the classroom imaging system, a prototype office imaging system was created and basic computer inventory reporting was accomplished.

# Vice President's Office

---

## Accomplishments

### 6 Responding to Fiscal Challenges

**VP8-6 Integrate the goal of the Library upgrade and ETS consolidation into the MCC Master Plan**

90% During the spring and summer of 2010, ETS hired a consultant, SWBR architects, to evaluate the feasibility of adding a second floor to the Brighton campus library plaza and constructing a one-stop student welcome center (East building).

The second floor plaza level construction would incorporate the library and a variety of learning centers (e.g. ELC). The current library facility is 1960's vintage and is in desperate need of modernization. This expansion will allow for the consolidation of ETS services including Computing, CNS and Mail Services with IT, Library and Printing Services.

The proposed student welcome center (East building) would be comprised of Admissions, Counseling and Advising, Records and Registration, Student Accounts, Financial Aid, Graduation Certification, Accuplacer Testing, Health Services and other student service offices.

Discussions on incorporating this concept into the 2013 Master Plan continue.

**VP9-6 Manage the College's paper output through hardware/software solutions**

100% The PaperCut print management system was implemented in MCC's libraries in September 2009 and went live for all students in September 2010. All faculty and staff printing was monitored beginning in September 2009 to provide statistics to inform the college's future printing policies.

**VP10-6 Provide bi-annual reports of ETS efforts to address the Bonadio IT Audit**

100% ETS accomplished and addressed all suggestions outlined in the Bonadio report. Interim meetings were held with Bonadio that ensured that one's understanding of their suggestions were clear. All aspects of the report were completed in Summer 2011.

**VP11-6 Consolidate planning (Annual, Strategic), budgeting and personnel administration with the Assistant to the Vice President's position**

100% ETS planning, budgeting and personnel responsibilities were consolidated into one area of the ETS VP Office.

# Vice President's Office

---

## Accomplishments

**VP12-6 Work with Administrative Services offices to integrate technology infrastructure upgrades into the college's annual capital improvement funding**

75% The College agreed to a Cisco six year, 0% interest, \$1.8 million dollar lease/acquisition infrastructure upgrade at \$300,000 annually beginning in July 2011.

## 7 Enhancing the Learning Environment Through Technology

**VP13-7 Enhance MCC's web portal by redesigning MCC's web services infrastructure including servers, network hardware, software, SSL acceleration and content caching**

70% The Technology Planning committee recommended to the ETS vice-president that approximately \$45,000 be allocated to enhance the college's Web servers. ETS allocated \$30,000 from its operational funds to upgrade related content switches and SSL acceleration. ETS staff met with Cisco engineers to design the most cost effective architecture.

**VP14-7 Support and enhance the integration of College systems to improve business and educational processes to serve students best**

100% This objective has been, and will continue to be, addressed in ETS's response to the Moran Consultants' Technology Report.

**VP15-7 Consolidate into a single library all College and ETS policies and protocols related to information security**

100% As part of the Bonadio Audit, ETS consolidated documents for policies, protocols and procedures into a single document.

**VP16-7 Implement, as appropriate, projects outlined in the 2009-2012 MCC Technology Plan**

100% The Technology Planning committee prioritized and implemented projects for the 2010-2011 year.

**VP17-7 Implement year three of the MCC Computer Deployment Plan (CDP) and provide assessment of the CDP from the operational, fiscal and end-user perspectives**

66% The Computer Deployment Plan (CDP) committee met, identified and procured computers for the 2010-2011 budget year.

# Vice President's Office

---

## Accomplishments

**VP18-7      Expand classroom imaging to all computers that support Windows 7**

100%    The VP office was involved in securing funds, developing and implementing Virtual Campus 6.0, MCC's classroom imaging system. Approximately 2,000 MCC classroom computers are now running VC 6.0 and Windows 7.

**VP19-7      Seek research and development funds to support MCC's teaching, learning and operational needs**

70%    The ETS division submitted three internal Strategic Planning grant proposals to support special projects in 2011-2012. The proposals included: 1) Indoor and Outdoor Emergency Paging Horns for the Applied Technologies Center (ATC), 2) Year Two of the Global Education Project initiatives, and 3) Two touch screen stand-alone student scanner units, one for the LeRoy V. Good library and one for the Damon City Campus library. Additionally, MCC partnered in the Next Generation Learning Challenges (NGLC) Online Student Profile (OSP) grant project with Central Piedmont Community College.

**VP20-7      Utilize the Damon City Campus as a technology incubator and pilot test two new emerging technologies**

100%    Two thin clients were installed in the DCC ELC in Summer 2011 to serve as printer stations and as additional PCs. These machines will provide a proof of concept for other areas at DCC--i.e., Student Services--that could benefit from additional student access to temporary or permanent PCs during peak times.

# Vice President's Office

---

## Accomplishments

**VP21-7 Prepare for distribution to the College the ETS Department Statistical Profile, the ETS Performance Benchmarks, the ETS Computer Technology Metrics, and Version 1.0 of an ETS Dashboard for myMCC by August 1, 2011**

80% The ETS Statistical Profile was revised and updated data points were collected in Summer 2011. As a part of the Moran consulting contract with MCC, the Moran Technology consultants reviewed the existing ETS IT metrics plan and offered suggestions for enhancing the project. The IPEDS data reports comparing MCC to peer SUNY colleges, and to peer national institutions, were completed. Additionally, a customized Campus Computing Survey report comparing MCC to national peer institutions was procured by MCC. An Emerging Technology Committee (ETC) metrics sub-committee was established to assist MCC in developing performance benchmarks and key performance indicators. The development of the ETS Dashboard for the portal (myMCC) was deferred until 2011-12.

**VP22-7 Convene and operate the ETS Emerging Technology Advisory Committee**

100% The Emerging Technology Committee (ETC) was formed and convened in Spring 2011. The purpose of the committee is to serve as an advisory end user group to assist ETS in implementing the action plans that emerged from the Moran Technology consulting report, ETS project prioritization and completion of the ETS metrics project. An ETC metrics sub-committee began its work in June 2011. The full ETC committee will reconvene in Fall 2011.

**VP23-7 Conduct an external assessment of MCC technology resources and services focusing on the recommendations of the Serving Students Best plan**

100% Moran Technology Consulting (MTC) was hired by MCC to conduct a vertical technology assessment focused around nine Serving Students Best scenarios. MTC made three site visits to MCC in February and March of 2011 and completed their findings and recommendations report in early April. The recommendations were presented to the President's Executive staff, the Consultant Project team, the Consultant Steering committee and to the ETS Executive staff. ETS reviewed and assessed the final recommendations document and developed action plans that were shared and discussed with the Emerging Technology Committee. These action plans will continue through 2013. An overview of the Moran Technology consultancy was presented to CCBOA (Community College Business Officers Association) in June 2011.

## Vice President's Office

---

### Accomplishments

**VP24-7      Assess ETS's operations and technology services through criteria used in external surveys, e.g. Digital Community College Survey**

100%    ETS participated in three national technology surveys: the Campus Computing Survey, the Digital Community Colleges Survey and the Educause Core Data Survey (CDS). ETS worked with Moraine Valley, St. Louis and Broome Community Colleges to consider the development of an IT Metrics Database. MCC purchased a customized 2010 Campus Computing survey report in order to map MCC's survey responses to those of selected peer institutions in the United States. Additionally, reports comparing MCC to SUNY community colleges and to other national peer institutions were completed using IPEDS data.

**VP25      Research (with support from an external consultant) and prepare a "white paper" on MCC's current services and future demands for broadband access, wireless access and network delivered projects**

100%    ETS worked with HPA consulting to complete a review of the capacity of existing wireless Internet facilities and Internet bandwidth to the campuses. HPA examined market and industry trends driving wireless and Internet demands for colleges, and they met with college representatives to discuss future needs.

## Vice President's Office

---

### Staff Listing

Bartkovich, Jeffrey

DiMarco, Joanne

Fetzner, Marie

Giblin, Patty

Kuhaneck, Stephen

Mallory, Dale

Scorgie, Eileen

Wagoner, William

# Communications and Network Services

---

## Overview

ETS Communications and Network Services (CNS) is responsible for the College's voice, video and data networks. Areas of operation include desktop computers, the local area network (LAN), the wide-area network (WAN), related network infrastructure, telecommunications and mail services. CNS provides technical support for computerized classrooms, smart classrooms, labs, learning centers and office equipment such as printers, scanners, laptop, netbooks and mobile devices.

CNS plays a leadership role in the design and development of the College's networking infrastructure and desktop computer purchases and installations via the MCC Computer Deployment Plan (CDP). CNS is responsible for student and employee network storage, wireless access and email and many other systems.

Comprehensive telecommunication services are provided to the College by CNS. These services include local and long distance, voice mailbox and messaging, telephone service and repairs, internal and external directories, enhanced call processing applications, integrated voice response applications, telephone cost accounting, switchboard, cellular phones and pagers. Training in the use of Voice over Internet Protocol (VoIP) phones and other telecommunications services is provided by CNS staff.

Mail services are provided to the College at each campus location. These services include processing and distribution of inbound, outbound and interoffice mail, as well as general FAX services.

# Communications and Network Services

---

## Facts

- Over 90% of emails delivered to the College are considered junk email and are stopped by the College's spam/junk email filter before they get to MCC inboxes
- MCC has 86 wireless access points in service at its four locations. There is an average of 1,300 consecutive logins during peak hours (10:00am - 3:00pm)
- In 2010-11, CNS managed over 26 terabytes of storage (one terabyte of storage is equal to 50,000 trees that are made into paper and are printed)
- CNS supports over 4,000 PCs and Laptops
- CNS supports over 350 applications on classroom PCs
- CNS supported 150 servers, 100 of which are virtual servers

# Communications and Network Services

---

## Projects

- **Exchange 2010**

Implemented MS Exchange server 2010 with integrated email archiving and with Personal Storage Table (PST) file retention and discovery capabilities. Proposed an email .PST file retention policy for managing and retaining personal archives. Personal archives help to manage email data by eliminating the need for personal storage tables and allowing users to store messages in an archive mailbox accessible in Microsoft Outlook 2010 and in Microsoft Outlook Web App (OWA).
- **Deployment of 803 New PCs**

Deployed 803 new PCs and 1,600 redeployed PCs to classrooms and offices.
- **Created Service Level Agreements**

Created several CNS Service Level Agreements (SLAs) to increase awareness of service level expectations.
- **Audio Conferencing Bridge**

Implemented an Audio Conferencing Bridge for internal and external use.
- **Virtual Campus 6.0**

Deployed Pivcon's Virtual Campus 6.0 (MCC's classroom imaging system) on over 2,000 classroom computers across all four MCC sites. Working with both Pivcon and Seneca Data, MCC has streamlined processes so that the PC asset tag is entered into the BIOS and added to the front faceplate during the PC assembly process. This has allowed ETS to automate the download of the images on the PCs when they arrive on campus. This partnership between CNS and its vendors has expedited the process for deploying classroom PCs.
- **Thin Client Deployment**

Developed the infrastructure to support thin clients and deployed 20 thin client stations in the Admissions Office with Windows 7 and Office 2010. Deployed two thin clients in the Damon City Campus ELC and eight thin clients in the Brighton campus ELC. (Thin clients are computer devices that function as an access device on a network.)
- **Internal Network Vulnerability Assessment Tool**

Purchased, developed and implemented an internal network vulnerability assessment tool to assess MCC's cyber security vulnerabilities.
- **Windows 7 and Office 2010**

Deployed Windows 7 and Office 2010 to over 2,000 classroom computers and 1,000 office computers.

# Communications and Network Services

---

## Projects

- **Disaster Recovery storage and Exchange instance at PSTF**  
Installed 15 terabytes of DR (Disastor Recovery) storage at PSTF to support the Banner system and Exchange data. Exchange data is replicated to PSTF's storage.
- **Increased Internet Bandwidth**  
Worked with AVP office, Purchasing and HPA Consulting to develop an RFP to increase the college's bandwidth and provide for an emergency MCC off-campus web presence. Increased MCC's bandwidth to 300Mbps from 150Mbps at no additional cost to the college.
- **Implement a self-serve password system**  
Installed and configured Microsoft Forefront Identity Manager (FIM) for use. When the need arises, client software is installed on each computer on campus. Microsoft is scheduled to release the off-site feature for the password reset process in January 2012.

# Communications and Network Services

---

## Accomplishments

### 1 Promoting Excellence in Teaching and Learning

#### **CNS1-1 Implement cyber security awareness training**

60% Developed Tribune articles on cyber security awareness targeted to educate users on cyber security. Topics and content for an employee cyber security awareness training class were proposed. A one-hour face-to-face training session and an online assessment module are under consideration.

### 6 Responding to Fiscal Challenges

#### **CNS2-6 Secure funding for network infrastructure upgrades at the Brighton Campus**

100% Secured funding for network infrastructure upgrades at the Brighton campus. Over a period of six years \$1.8 million dollars will be used to upgrade the College's network infrastructure to 10 gigabit. This upgrade will consist of new core switches, firewalls, edge switches, access points, phones and server interconnect infrastructure. Equipment will be installed and implemented in phases beginning in 2011-12.

### 7 Enhancing the Learning Environment Through Technology

#### **CNS3-7 Implement Microsoft Exchange server 2010 with integrated email archiving, retention and discovery capabilities**

100% Implemented MS Exchange server 2010 with integrated email archiving and with Personal Storage Table (PST) file retention and discovery capabilities. Proposed an email PST file retention policy for managing and retaining personal archives. Personal archives help to manage email data by eliminating the need for personal storage tables and allowing users to store messages in an archive mailbox accessible in Microsoft Outlook 2010 and in Microsoft Office Outlook Web App (OWA).

# Communications and Network Services

---

## Accomplishments

- CNS4-7 Promote and implement the new Pivcon imaging system into 75% of classrooms**
- 100% Deployed Pivcon's Virtual Campus 6.0 (MCC's classroom imaging system) on over 2,000 classroom computers across all four MCC sites. Working with both Pivcon and Seneca Data, MCC has streamlined processes so that the PC asset tag is entered into the BIOS and added to the front faceplate during the PC assembly process. This has allowed ETS to automate the download of the images on the PCs when they arrive on campus. This partnership between CNS and its vendors has expedited the process for deploying classroom PCs.
- CNS5-7 Rollout Microsoft's Windows 7 Operating system into offices and classrooms**
- 100% Deployed Windows 7 to approximately 2,000 classroom computers and 1,000 office PCs and laptops. Windows 7 is the standard classroom operating system.
- CNS6-7 Rollout Microsoft's Office 2010 to classroom environments and offices**
- 100% Trained the Call Center staff to install Office 2010 remotely on employee's desktops upon request. All future deployments of new PCs and laptops will have Office 2010 installed. Office 2010 is MCC's standard software for classroom computers.
- CNS7-7 Implement a speech-enabled auto attendant (NameConnector) to enhance the experience of MCC callers**
- 100% Implemented the Name Connector service and ETS staff continued to work with Parlance to improve the quality of this service.
- CNS8-7 Conduct a review of MCC information security documents to include IT security, laptop and mobile device encryption standards, CNS policies and guidelines and continuity of the Banner and Angel systems**
- 100% Reviewed, revised and created departmental technical procedures, standards, guidelines and college wide policies to stay current with changes in technologies, operations and security.

# Communications and Network Services

---

## Accomplishments

**CNS9-7 Implement a new design for SSL acceleration processing of web portal content for faster throughput**

80% Selected a clustered server approach as the new design for SSL acceleration. Backend Web servers were purchased. It was determined that the content switches will remain in service as a front end, and the SSL Accelerator would be performed by the new hardware servers. Computing staff worked with CNS staff to transfer knowledge about the current Web server design and configuration. CNS will assume management responsibilities for Web servers in 2011-12. A portion of the MCC's Website is hosted off site for disastory recovery purposes.

**CNS10-7 Implement a self-serve password system**

95% Installed Forefront Identity Manager (FIM) and configured to manage student email creation. A self-serve password portal was established for employees and students. Implementation is contingent upon client installation on all machines and an awareness campaign to advise end users on how to use the self-serve password system.

# Communications and Network Services

---

## Staff Listing

Battles, Carol  
Broberg, Scott  
Brown, Jr, Henry  
Clapper, Elizabeth  
Clement, James  
Colley, James  
Cowie, Lynda  
Della Porta, Ronald  
Flesch, Sean  
Gerardi, Joseph  
Josey, Carman  
Lane, David  
Larkin, Jason  
Latta, Andrew  
Lederhouse, David  
Malone, Barbara  
Mead, Andrew  
Miles, Roger  
Montagliano, Christine  
Noblett, Daniel  
Pogroszewski, Donna  
Polk, James  
Roehrig, Bradley  
Smith, Debbie  
Sutton, Henry  
Truman, David  
Upson, Brad  
Williams, Timothy  
Zarccone, Peter

# Computing Services

---

## Overview

ETS Computing Services is responsible for the development, implementation and maintenance of computer systems at the College. Computing Services is grouped into three functional areas: Database Administration/Computer Operations, Programming and Applications Development, and Website Maintenance and Development.

Computing Services plays a leadership role in the development and implementation of computer systems and applications to meet the needs of the College community. Computing Services helps College departments analyze their business practices and recommends solutions to help improve these processes.

# Computing Services

---

## Facts

- In 2010-11, there were more than 4.6 million visits to the College's Website
- Computing Services managed and maintained over 75,000 web pages
- Computing Services implemented over 125 upgrades and fixes to MCC's Banner system

# Computing Services

---

## Projects

- **New Dashboard System**  
Created a Dashboard system for college administrators to view charts and graphs of summarized MCC data for planning and decision making.
- **Enterprise Portal - myMCC Phase II**  
Added faculty and student roles to the myMCC portal providing new functionality for students and faculty.

# Computing Services

---

## Accomplishments

### 3 Responding to Enrollment, Community and Workforce Needs

**CS1-3 Continue implementation of the College's new web site redesign**

60% Phases I and II of the MCC Website redesign were completed. Phase III (Template design) is in progress.

### 5 Enhancing Our Physical Environment

**CS7-7 Bonadio Audit Recommendations**

100% Bonadio audit recommendations were approved and implemented, as appropriate.

### 7 Enhancing the Learning Environment Through Technology

**CS2-7 Implement the faculty and student roles in myMCC**

100% The faculty and student roles were completed for myMCC. Students will be introduced to the student portal in September 2011.

**CS3-7 Implement the new Flexible Registration system for Banner**

70% The implementation of Flexible Registration was completed. The division Economic Development and Innovative Workforce Services (EDIWS) plans to start using the new system in the Fall 2011 semester.

**CS4-7 Implement a disaster recovery site for Banner**

100% A disaster recovery site was implemented at the Public Safety Training Facility. In the event of a disaster, MCC will be able to bring the College's administrative system (Banner) back online so that key administrative functions can be performed.

**CS5-7 Evaluate and implement, as appropriate, new features in Banner 8**

10% In 2010-11, Computing staff reviewed and worked on the Banner 8 waitlist functionality.

# Computing Services

---

## Accomplishments

- CS6-7     Implement a new dashboard system for institutional reporting**
- 100%    A Dashboard system was created for MCC administrators to view charts and graphs of summarized data for planning and decision making.
- CS8-7     Investigate and select a content management system to manage the College's web site content**
- 0%      This project was delayed due to the Web redesign project.
- CS9-7     Using Banner Workflow and other tools, migrate manual business processes using hardcopy forms to electronic processes**
- 100%    A Banner workflow process was implemented for use with electronic hire forms for student aide hiring. This project created a paperless process for hiring student aides beginning with the requesting department, using electronic approvals by Human Resources and Payroll, and the automatic creation of a job record.
- CS10-7    Implement Webfocus templates for Banner Self Service reporting**
- 25%     The system was installed with user testing and training scheduled for Fall 2011. The Webfocus templates will provide a self service environment for users looking to create reports from the Banner administrative system.
- CS11-7    Mobile Web Site**
- 100%    The first version of the College's Website for mobile computing devices was completed. Features include an employee directory, campus maps, news and events, college catalog, the Student Tribune and class cancellations.
- CS12-7    Implement a new release of the Ad Astra event and room scheduling system**
- 0%      The new release of Ad Astra was purchased in Summer 2011. Implementation is scheduled for 2011-12.

# Computing Services

---

## Staff Listing

Accorso, Christina  
Almekinder, Sandra  
Anderson, Vanessa  
Baker, Sean  
Bamburoski, Dan  
Bertram, Robert  
Burritt, Carol  
Coriale, Pat  
Coriddi, Laura  
Fathergill, Robert  
Garrisi, Beth  
Hoover, Jamie  
McDermott, David  
Reynolds, Robert  
Richards, Patrick  
Robinson, Barbara  
Silvers, Stephen  
Vyshnyvetskyi, Oleg  
Watson, Debra

# Instructional Technologies

---

## Overview

The ETS Instructional Technologies (IT) department is comprised of four functional areas: Instructional Development and Production Services, Learning Resources, the Office of Online Learning and the Call Center. All areas of Instructional Technologies strive to provide faculty, staff and students with access, training and support for the most current and useful technology the industry has to offer.

The IT functional areas supervise and support the following:

Instructional Development and Production Services provides leadership and assistance with the design, development, training and support of technology for classroom and administrative needs. Technical expertise and consultation in a variety of areas are provided for instructional design, software application training, digital imaging, graphic services, media resources, video production, video streaming and web development. Printing Services provides support to the College community in the areas of copying and printing. There are centrally located copy centers at both the Brighton and Damon City campuses. The Print Shop provides an array of services such as 3-hole drilling of handouts or books; complete design, imaging and printing of brochures, posters and flyers; and binding and finishing services.

Learning Resources provides coordination and support for the Electronic Learning Centers (ELCs), Student Technology Help Desk and the Faculty Innovation Centers (FICs) at the Brighton and Damon City campuses. This area also is responsible for the design, development and support of technology in the learning environments (classrooms) and event spaces. Learning Resources offers training in the use of classroom technology for faculty and supports computer applications and email for students in the ELCs.

The Office of Online Learning provides leadership in the growth and development of MCC's distance learning program. The Office coordinates academic, student, technology and administrative distance learning services and works with the College community to ensure online learning quality, productivity and accessibility. This Office includes the instructional design team which provides extensive faculty training and support for the development of online, hybrid, blended and web-enhanced courses and content.

The ETS Call Center is the contact point for technical assistance for all Monroe Community College employees. The Call Center provides service assistance through one phone number—xHELP (x4357)—or one email address ([helpdesk@monroecc.edu](mailto:helpdesk@monroecc.edu)). This assistance includes access to ETS service departments for end user help requests and questions related to all manner of technology support, problems and training. The Call Center is familiar with all ETS services, can direct requests to the appropriate service provider and will track requests for quality assurance. The Call Center also handles "password reset" questions and procedures, and registers faculty and staff for ETS technical training classes. For more information about the ETS Call Center, or to review a list of Call Center Frequently Asked Questions (FAQs) and answers, please visit: <http://www.monroecc.edu/depts/ets/helpline.htm>.

# Instructional Technologies

---

## Facts

- Visits by faculty members to the Brighton Faculty Innovation Center (FIC) totaled 1,640, an increase of 25% over last year
- Student visits to the Damon City Campus Electronic Learning Center totaled 45,162; of these, 26,162 were FTE generating
- Student visits to the Brighton Electronic Learning Center (ELC) totaled 203,480; of these, 80,865 were FTE generating
- Printing Services received 5,670 requests for service using the new online Web submission form. This represents nearly a 100% increase in use over the previous year
- Printing Services completed 13,911 total work requests for copying, printing and other services during the past year; these requests involved a range of services including multi-color promotional materials, course packs, envelopes, business cards reports and departmental copying requests
- During the academic year, 350 students attended the Building Online Student Success (B.O.S.S.) orientations
- During the academic year, 129 faculty attended Angel Course Management Training

# Instructional Technologies

---

## Projects

- **Student Technology Help Desk**

In collaboration with MCC Libraries, Instructional Technologies has created a Student Technology Help Desk located at the integrated service desk within the Brighton Library. This new service provides a single point of contact for all MCC related student technology questions and provides face-to-face, phone and email support. If the Help Desk cannot answer a question immediately, they create a ticket for the student, work with the appropriate areas to meet the student needs, or direct them to the appropriate office. In addition, this Help Desk coordinator will act as a liaison and advocate for students, and assess current and future technology resources to ensure that students receive optimum support.

- **PaperCut Implementation**

ETS has successfully completed the implementation of the student print management policy utilizing PaperCut. Students now start each semester with a print quota designed to meet the majority of their college related printing needs while limiting excessive printing. This system was tested in the ETS Libraries in Fall 2009 and was used College-wide starting in Fall 2010. The program has significantly reduced paper consumption, wasteful printing, and overall costs. The next steps for the team are to analyze this data and to identify high volume users and work with them to determine the most efficient methods for meeting their needs. This could include more efficient printing methods or disseminating content online. In conclusion, this project has had an immediate, positive impact on printing at MCC and provides data that will drive future strategies to create efficiencies, reduce waste, and save resources.

- **Multimedia Productions**

The IT multimedia production team completed a number of significant video productions this year. These include events and productions such as the President's Virtual Online Annual Report, the Diversity Quilt Project, student orientation videos, Black History Month videos, and MCC Foundation events. Educational productions included the Applied Technologies Center (ATC), HVAC, Nursing, and Psychology instructional videos. Overall, IT completed 25 productions and taped over 90 individual events.

# Instructional Technologies

---

## Projects

- **DCC IT/Library Integration**

In order to improve services to DCC students, Instructional Technologies and DCC Libraries are combining ELC and library services into one "Learning Commons" that will be managed as a single operation. Students will find support of research and consistent technology throughout the entire facility instead of having two independent facilities to negotiate. From ETS' perspective, this will enable more efficient scheduling of services-based student needs while providing maximum access to the technology and reference materials. In addition, the DCC copy center is being relocated to a room adjacent to the Learning Commons to improve support and response time for user support.

- **Copier replacement in Brighton and DCC copy centers**

After lengthy negotiations and product analysis, four new Xerox 5790 copiers were installed. The new lease spans a shorter duration, 48 months, and represents an \$18,000 cost saving over the previous lease. The new machines were delivered in January, 2011 and after a break in period, have been functioning well.

- **Classroom Technology**

MCC completed many classroom technology upgrades in 2010-11. With Building 9 construction completed, there area a total of 46 technology enhanced instructional spaces including four Advanced Learning Environments. IT continued the upgrade to a room control management system by converting another 32 classroom control devices to the Extron System, which provides uniformity, maintenance, security, service and inventory of MCC's classrooms. In addition, IT added over 50 document cameras to classrooms that enable MCC to be more sustainable by using less consumables in the classroom. The following projects were also completed in Summer 2011: upgraded four lecture hall projectors, converted three rooms in Building 6 to general classrooms, upgraded rooms 8-100 and 5-100 with new projectors and control systems and 8-200 with a new control system, updated the Crestron control systems in the Campus Center and installed new projectors in the Forum and the Empire Room.

# Instructional Technologies

---

## Accomplishments

### 1 Promoting Excellence in Teaching and Learning

**IT1-1 Identify and implement strategies to improve retention by 10% in late-start online courses**

80% The following retention strategies and activities were initiated in the Spring 2011 semester: IT offered additional late start BOSS (Building Online Student Success) sessions, information letters were sent to all late start students and faculty prior to the start of the semester, calls ("call them all") were made to all late-start students reminding them of the start date for their courses, targeted messages were sent to students via Angel, and additional Tribune announcements and flyers were distributed. These strategies will be continued in the Fall 2011 semester and the results will be analyzed to determine their effectiveness.

**IT2-1 Review the findings and recommendations of the Distance Learning Assessment Initiative and implement strategies, as appropriate**

75% The Distance Learning Assessment Initiative report produced by Academic Services, and the MCC Virtual Campus Proposal produced by Educational Technology Services are both under review by the Distance Learning Executive Team. The reports provide recommendations for enhancements to the existing program and possible directions for future growth. The Office of Online Learning will implement the Distance Learning Executive Team's recommendations in Fall 2011.

**IT3-1 Through a collaboration of IT and MCC libraries, examine current faculty and student services to explore partnership opportunities to enhance and expand these services**

100% A joint instructional design team was created to improve collaboration and support for faculty. The following activities are in process; Angel e-reserve integration, embedded librarians in online courses and librarian reference services in the ELC. IT established protocols and procedures in partnership with the ETS Libraries to authorize copyrighted media materials for use in online instruction and reference, and IT provided video production support and distribution of the Library's four-part "Illuminations" Lectures Series. A Library/IT collaborative instructional design team was created to focus on media content and student usage within courses. DCC IT/Library spaces are being integrated to create a single service point for students. In addition, a new student technology help desk staffed by the IT department was integrated into the Brighton Library single point service desk.

# Instructional Technologies

---

## Accomplishments

**IT4-1      Develop an MCC Online Distance Learning Plan that addresses MCC's current and future student needs**

100%    The Office of Online Learning completed the MCC Virtual Campus Proposal outlining the current status, and future opportunities and challenges for online learning at MCC. This document, and the Distance Learning Assessment Initiative, will guide the development of a distance learning plan. Both documents provide a framework and the College is actively developing an MCC vision for the future of online learning.

**IT5-1      In collaboration with faculty, develop a continuous improvement process for online course redesign**

50%    The Instructional Design Team has developed, revised and implemented a quality course readiness checklist. IT has established a team to address video streaming, storage and distribution of video and image content for faculty, staff and students to create consistency and ensure quality. These activities will continue throughout 2011-12 and be revisited as the new distance learning plan is developed.

**IT6-1      Conduct an ETS Instructional Technology Project focusing on the use of mobile devices (e.g., iPad) for reducing paper consumption and textbook requirements in the classroom environment**

50%    IT collaborated with several faculty members to develop guidelines for integrating mobile devices into the classroom. These processes will be piloted during the Fall 2011 and Spring 2012 semesters. IT has joined the Library Gadgets Committee and is exploring student usage of mobile devices in the libraries. IT is also working with CNS to establish procedures for managing the support issues associated mobile devices.

## 2    Enriching and Broadening the Student Experience

**IT7-2      Research and prepare a “white paper” on the implementation of the library renovation project to include, at minimum, services, partnerships and facilities**

100%    IT submitted a white paper to the ETS Vice President outlining the benefits, advantages and considerations in implementing the proposed library renovation project.

# Instructional Technologies

---

## Accomplishments

**IT8-2      Based on a final recommendation of the Student Email Committee, plan and implement a Student Technology Help Desk within the ELC; appropriately defined, funded and staffed**

100%    The Student Technology Help Desk was implemented in collaboration with the Library. It provides a single point of service for student technology questions. The Help Desk was integrated into the Brighton Library service desk to create a "one stop" for student questions. This service was made possible by moving an existing IT staff member from evening Learning Center support to the Brighton Library.

## 4      Building Upon Human Capital

**IT9-4      Implement year one of a three year process to design and conduct a comprehensive ETS Customer Relations Management program by pilot testing with one department**

100%    A process was identified for improving ETS customer relations that focus on selected services. A team tested the model over Summer 2011. A model will be presented to all ETS departments in 2011-12 for implementation division-wide.

## 6      Responding to Fiscal Challenges

**IT10-6     Prepare recommendation for reducing the college-wide printing/copying expenses by 30% for the 2011-12 budget**

100%    IT led a college-wide committee that defined college printing costs, generated reports on current costs, summarized current paper reduction strategies and recommended new ones to reduce paper usage. This report was submitted to the ETS Vice President. Approved recommendations will be implemented in future semesters.

## 7      Enhancing the Learning Environment Through Technology

**IT11-7     Fully implement the ETS Call Center's end user Web interface**

75%    In Summer 2011, a review of the ETS Call Center services and procedures was conducted. A primary recommendation from this review is to completely re-design the structure of the GWI application used to manage Call Center job tickets. The Call Center is working with CNS to implement these changes during the Fall 2011 semester. The format and capabilities of the GWI web interface are dependent on this redesign and will be implemented after it is completed. The Call Center will roll out this new service during 2011-12.

# Instructional Technologies

---

## Accomplishments

- IT12-7      Promote the use of interactive technologies in classrooms and conduct pilot projects in three different disciplines to explore the impact of this technology on learning**
- 100%    Learning Resources offered numerous training sessions on the use of new Interactive Learning Environments and worked with multiple faculty to better utilize the collaborative technology in their classes. A report from these faculty was submitted to the ETS Vice President. The report highlighted their experiences, the impact on their classes and provided recommendations for faculty who are new to this environment.
- IT13-7      Research and pilot test a minimum of five emerging technologies to enhance instruction including Web 2.0 applications, multimedia tools and the use of virtual worlds and games**
- 100%    The Instructional Design Team and Multimedia Production Services group researched numerous Web 2.0 applications and assisted faculty in implementing them in their courses. These included tools such as JING, Screencast, Facebook, Twitter, Youtube and Audacity.
- IT14-7      Develop a printing/production services three-year plan that establishes the goals and directions for these services**
- 10%    The printing/production services plan was deferred until Fall 2011 in order to evaluate the printing reduction recommendations and the impact of the Student Printing Policy. This policy has been in place for one full year and has impacted both student and faculty printing and use of printing/copying services. These data will form the three year plan.
- IT15-7      Explore and implement Angel features that enhance departmental course collaboration**
- 75%    IT increased outreach to faculty by establishing training nuggets and brown bags to promote awareness and adoption of multimedia content in courses through Angel. IT established protocols and procedures for faculty to incorporate videos into Angel. The Instructional Design team explored the use of Learning Object Repositories and other collaborative tools in Angel. IT will test these tools with departments in Fall 2011.

# Instructional Technologies

---

## Staff Listing

Betts-Gamble, Yvonne  
Burrill, Bailey  
Case, Jeremy  
Crowley, Thomas  
Cummings, Jane  
Eggleston, Andrew  
Ferris, Kristine  
Frasier, Robert  
Ghidu, David  
Gibson, Marie  
Gilbert, Ann  
Gozik, Ellen  
Gruhn, William  
Hallett, Mary  
Juma, Phil  
Kendall, Martha  
Keys, Terrance  
LaPlante, Donna  
Locurcio, Maria  
Magin, Brian  
Maney, Erin  
Martinez, Patricia  
Martusciello, Luigi  
Navarro, Diane  
Oettinger, Philip  
Olaode, Delovis  
Pratt, Vincent  
Scanlon, Sean  
Skehan, Michele  
VanKirk, Peggy  
Weider, Stephen

# Libraries

---

## Overview

ETS Libraries offer the College community two library access points for research and information services. The LeRoy V. Good (LVG) Library is located in Building 2 on the Brighton Campus. The Damon City Campus (DCC) Library is located on the fourth floor of the Sibley Building.

The MCC libraries provide access to a print collection, an array of electronic databases and a variety of multimedia formats. The libraries also house a number of special collections that provide focused research opportunities, including the Holocaust and Human Rights Center (HHRC) and the MCC College Archives. The College's Archives and Records Management Unit also is a support service of ETS Libraries.

# Libraries

---

## Facts

- In 2010-11, MCC's Brighton and Damon City Campus libraries served over 540,000 patrons
- In 2010-11, there were over 700 interactions in the new 24/7 Online Reference Service
- MCC libraries provided 24/7 access to over 60 databases; over 15,000 full text journals, citations and indexes; over 1,850,000 images, over 5,000 digital education films and over 70 million database records
- The Brighton campus library began circulating Kindles and Sony E-Readers this past year

# Libraries

---

## Projects

- **One-Point Service Desk**  
Implemented the one-point service desk to include a student technology help service.
- **Electronic Devices Team**  
Created a new Electronic Devices Team which reviewed new technology such as iPods, iPads, Kindles and Sony E-Readers for possible applications in the libraries.
- **Library Environs and Points of Service**  
The LeRoy V. Good Library's LEAPS (Library Environs and Point of Service) Committee worked to enhance the library learning environment for students.
- **Embedded Librarian**  
Tested the "embedded librarian" concept in MCC's Hospitality and Dental Hygiene classes to assist student engagement in research.
- **Integrated Library Instruction**  
Integrated instruction projects, such as MCC's Model U.N. program, are part of the libraries continuing liaison activities with College departments.

# Libraries

---

## Accomplishments

### 1 Promoting Excellence in Teaching and Learning

#### **LB1-1 Educate faculty on Angel E-Reserves and/or regarding copyright issues**

100% Progress has been made educating faculty on these issues. The forms have been moved into an on-line electronic format. Ongoing review occurs for faculty requests for video and other permissions. Discussions occur with individual faculty members on how to navigate this process. A Brown Bag session was held in January and another was held during Tech Week in June.

#### **LB2-1 Work with Instructional Technologies to enhance the online learning environment with library resources**

100% A Library/Instructional Design Team with Instructional Technology formed to discuss embedded Librarian initiatives, electronic textbooks, open source journals and other collaborative efforts. Library staff are working with Instructional Technologies on Papercut and educating the college community on print management. The Library has produced a LibGuide that has been used by IT staff to assist with printing questions.

### 2 Enriching and Broadening the Student Experience

#### **LB3-2 Expand interaction with students in roles such as the embedded librarian model, roving information assistance and partnering with other instruction related projects**

100% The MCC libraries are utilizing an embedded librarian instruction model to work in Angel. Library staff are currently working with instructors in Dental Hygiene, Health Education, Nursing, COS and Hospitality. Library staff also piloted a visiting librarian project in the ELC.

#### **LB4-2 Engage in outreach and liaison efforts to advertise electronic resources to students, faculty and staff**

100% The library liaisons are in contact with their academic departments. Library staff are looking at new initiatives to outreach to MCC sites like PSTF and ATC. New e-reader/e-book project launched in January. Library staff are piloting e-reserves on Kindles in an English class in Summer 2011.

# Libraries

---

## Accomplishments

**LB5-2 Continue development of co-curricular activities partnering with other areas of the College**

100% The Library continues to work with the Library Student Advisory Committee to enhance student input for library services. The Library also continues to work with Model UN to enhance the student research experience in that program. The Library continues its Illuminations Lecture Series and we have seen participation from student groups and specific classes who are interested in a specific topic.

**LB6-2 Continue to investigate library service points to provide additional models of integrated service**

100% The Library is looking at integrating additional services into the LVG one-point service desk. At DCC staff are in discussions with the Electronic Learning Center personnel to present a more integrated staffing model. On the Brighton Campus the Library and the ELC are discussing a librarian presence in the ELC. The LVG library implemented a student technology help service point in the library in Summer 2011.

**LB7-2 Expand electronic resources for student research and to support teaching and learning**

100% The Information Resources Committee recently recommended purchase of a new product that will present an integrated finding aid for our electronic resources and print book collection. Librarians continue to look for other resources to enhance teaching and learning.

## 4 Building Upon Human Capital

**LB8-4 Provide training sessions aimed at enhancing performance of all staff**

100% The Library worked to ensure that all library staff attended MCC mandatory workshops and ETS Retreats. The staff occasionally held in-house training sessions and will continue to work on that model. The library staff are currently subscribed to a regular webinar focusing on Library futures.

**LB9-4 Expand and continue efforts at Public Programming including lecture series and book talks**

100% All Illuminations Lecture Series have been held. Additionally, the committee was awarded a grant to do a specific series of book talks focused on international authors.

# Libraries

---

## Accomplishments

### 7 Enhancing the Learning Environment Through Technology

**LB10-7 Investigate the use of new electronic devices such as iTouch, iPod, iPad, Flip and E-book readers**

100% The Electronic Devices Committee was formed to investigate the use of new technologies. The LVG library circulated e-book readers and is looking to partner with faculty on e-text initiatives. Academic Services is piloting e-texts on Kindles this summer in an English class.

# Libraries

---

## Staff Listing

Annesi, Lori  
Archer, William  
Ciambor, Thaddeus  
Czaja, Pamela  
Griggs, Cheryl  
Hranjec, Stephanie  
Jenkins, Katherine  
Johannisson, Eric  
Johnson, William  
Klapka, Kevin  
McCullough, Michael  
McKechney, Roberta  
McWilliams, Steven  
Miller, Michael  
Mohr, Deborah  
Penwarden, Ann  
Rezabek, Charlene  
Squires, Richard  
Stallworth, Margaret  
Timmons, Mary  
Watts, Bess  
Wilson, Alice  
Woodyard, Dennis

---

# ETS Objectives 2011-2012

---

## Vice President's Office

- VP1-1 Through the Distance Learning Executive Committee, finalize and execute operational objectives for the current year to address enrollment, programming, quality and policy, as required
- VP2-1 Manage the Next Generation Learning Challenges project to explore the use of learner analytics to support student engagement and retention in COS/TRS courses with three basic actions: 1) implement the Central Piedmont Community College model as detailed in the MCC plan; 2) conduct research on learner analytic programs in higher education, and 3) prepare a MCC model to expand the Next Generation project in 2012-13
- VP3-2 In response to College-approved Strategic Plan objectives, create ETS objectives for the MCC Completion Agenda and MCC Access Agenda by the beginning of the Spring semester
- VP4-4 Develop a formal evaluation process for Non-Contract Administrators
- VP5-5 Provide technology leadership and support planning efforts for the new Damon City Campus
- VP6-5 Work with the Serving Students Best Committee to envision an East Building (to include a One Stop Student Center and renovated Library) and articulate its components for the MCC Facilities Master Plan process
- VP7-6 Monitor and report on the impact to technology services of the budget reductions implemented for 2011-12
- VP8-7 Implement appropriate actionable objectives from the Moran Technology Consultant's Report for 2011-12 for the Vice President's Office, in particular project management, service level agreements and web governance
- VP9-7 Finalize ETS's response to the Moran Technology Consulting action plan and implement action plan projects and services scheduled for 2011-12
- VP10-7 In consultation with the Emerging Technology Committee (ETC), finalize and implement all phases of the ETS metrics project
- VP11-7 Provide enhanced functions to the faculty course schedule calendaring system

## Communications and Network Services

- CNS1-4 Develop content and recommend an implementation plan for a Users Cyber Security Awareness Training Program
- CNS2-5 Implement infrastructure upgrades to 10G
- CNS3-6 Create a Request For Quotation for computers, laptops and services
- CNS4-6 Complete implementation of the recommendations of the Bonadio Audit
- CNS5-6 Assess technical functionality and user receptivity of thin client viability
- CNS6-6 Deploy a new imaging system for office PCs
- CNS7-7 Design and implement technology at the new DCC Campus
- CNS8-7 Implement and manage the new design of the web infrastructure

- CNS9-7 Research the implications of Windows 8 with MCC's current operating programs and systems
- CNS10-7 Implement appropriate actionable objectives from the Moran Technology Consultant's Report for 2011-12 for Communications and Network Services, in particular project management and service level agreements

## Computing Services

- CS1-3 Implement a new web search engine to improve the usability of the College's web site
- CS2-3 Continue implementation of the College's new web site redesign
- CS3-7 Complete implementation of the Banner Flexible Registration process
- CS4-7 Begin implementation of a new degree audit system called Degree Works
- CS5-7 Migrate all Oracle databases from Oracle 10G to 11G to retain Oracle support
- CS6-7 In partnership with CNS, implement a new release of the Ad Astra event and room scheduling system
- CS7-7 Implement eBills (Electronic Bills)
- CS8-7 Evaluate and select a web content management system and begin implementation
- CS9-7 Evaluate MCC's data warehouse strategy
- CS10-7 Review Banner functionality using the re-engineered student support processes
- CS11-7 Implement appropriate actionable objectives from the Moran Technology Consultant's Report for 2011-12 for Computing Services, in particular Banner functionality and web governance
- CS12-7 In cooperation with College and Community Relations and the College community, further define, design and field test MCC's mobile web
- CS13-7 After implementing the Student Portal in Fall 2011, by March 2012, submit a concept paper and action plan for "channels" and mobile applications that address student completion

## Instructional Technologies

- IT1-1 Identify two departments to collaborate in the development and pilot testing of an ongoing course quality review process for online courses with the goal of creating a model for the institution
- IT2-1 Continue initiatives to improve retention in online courses with the goal of matching (or exceeding) the retention for face-to-face courses
- IT3-1 Research, conceptualize, design, implement, manage and report on Instructional Technologies projects as necessary, in particular the Virtual Campus and the Student Technology Help Desk
- IT4-1 Identify three faculty to support the use of active learning environments for innovative instruction, to explore new teaching methods and to develop a guide for new users of these classrooms
- IT5-1 Implement hybrid course delivery for selected COS classes and assess student performance and retention compared to traditional on-campus classes

- IT6-1 Working with Academic Services, use the SLN Online program to support the MCC Completion Agenda with three basic actions: 1) determine which second-year courses should be developed for online delivery to assist students in meeting degree requirements; 2) participate in regional and SUNY-wide efforts to coordinate and market the availability of online courses among partnership colleges; and 3) develop a fully online 2+2 articulation agreement with a public college
- IT7-4 Develop a faculty training series on incorporating rich media into the curriculum that will be delivered face-to-face and through Angel
- IT8-6 Develop a printing/production services 3 year plan that explores future trends, identifies goals, and addresses paper usage and cost reduction strategies
- IT9-7 In collaboration with the Library, fully implement the Student Technology Help Desk to provide a single point of service for student technology support
- IT10-7 Develop Service Level Agreements for major IT areas to clarify expectations for services
- IT11-7 Enhance the ETS Call Center services by completing the upgrade and redesign of the GWI software and fully implementing the end user interface enabling users to submit tickets, and create an up-to-date knowledge base for end-users
- IT12-7 Implement year two of a three year process to design and conduct a comprehensive ETS Customer Relations Management program by pilot testing with one department
- IT13-7 Implement appropriate actionable objectives from the Moran Technology Consultant's Report for 2011-12 for Instructional Technologies, in particular customer relations management

## Libraries

- LB1-1 Review collection development policies and procedures to promote an access model for information delivery via web-based systems and purchase-on-demand
- LB2-1 Work with the Instructional Design team on new projects involving Distance Learning, web-based instructional guides/support, electronic textbooks and other development efforts
- LB3-2 Continue integration and investigation of cooperative service models with Instructional Technologies
- LB4-2 Expand personnel involvement with the embedded librarian model, roving information assistance and partnering with other areas on related projects
- LB5-4 Investigate library futures and new service models and work with personnel to change processes, procedures and workflows, as appropriate
- LB6-5 Work to establish a vision of the 21st Century Library and articulate its components for the MCC Facilities Master Planning process
- LB7-7 Integrate the use of new electronic devices into library services
- LB8-7 Implement appropriate actionable objectives from the Moran Technology Consultant's Report for 2011-12 for Library Services