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**Oakland Community College**

**Academic Technology Plan  
Academic Years 2004 – 2006**

Winter 2004

Compiled by

OCC Technology Management Committee

Approved by Academic Senate  
September 29, 2005



OAKLAND  
COMMUNITY  
COLLEGE



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## Members of College Senate Leadership 2003-2004

### College Senate Officers

Chair	Gerald Faye
Vice Chair	Mary Ston
Secretary	Gail Bryan

### Campus Senate Officers

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Chair	Patrick O'Connor
Vice Chair	Holly Broesamle
Secretary	Barbara Konopka

#### District Office

Chair	Janet Harper
Vice Chair	Arden Sargeant
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#### Highland Lakes

Chair	Karen Robinson
Vice Chair	Beth Garnsey
Secretary	Dennis Fiems

#### Orchard Ridge

Chair	Mary Ann McGee
Vice Chair	Robert Zemke
Secretary	Katherine Lichtenberg

#### Royal Oak/Southfield

Chair	Gail Bryan
Vice Chair	Michael Vollback
Secretary	Lori Linden

## College Officers

Chief Information Officer	Andrew Hillberry
Vice-Chancellor, Academic and Student Affairs	George Keith

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**Members of the Technology Management Committee (TMC)**  
TMC is a standing committee of the College Senate.

Academic Co-Chair	Gladys Rockind *
Administrative Co-Chair	Bob Montgomery *
TLTR Chair	
Fall Term Chair	Deborah Niemer
Winter Term Chair	Gail Langer
Membership:	
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Highland Lakes	Hank Austin * Cathy Maze *
Royal Oak/Southfield	Tony Ingram * Marianne Adam Gail Langer * Dave Mathews Lynne Hitchcock
Orchard Ridge	Bill Schanerberger Dave Gee

\* Denotes member of the Academic Technology Plan Sub-Committee

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## EXECUTIVE SUMMARY

### Background

Over the past five years, the Internet and the World-Wide Web have established firm footholds throughout the College and beyond, creating a substantial rate of information technology change. Oakland Community College has opportunities to embrace these changes of unprecedented scale and scope and establish leadership in the use of information technologies in all aspects of how the College provides services and delivers programs. Our students come with increased technological skills and expectations about how these technologies might have impact on our programs and services.

With a technology infrastructure nearly in place College-wide to deliver innovative programs and services, it is important that we draw all sectors of the College – students, faculty, advisors, staff, administrators, mentors, alumni and friends – into our community. This plan attempts to offer fresh ideas on how we might create and nurture Academic Technology growth in the community. In reviewing such a plan, it is necessary to view it more as a work in progress than as a hard and fast single solution. The ideas we propose reflect the rapid changes of the technological environment within which they function, and as such need to be viewed and reviewed on a regular basis. The ability to implement such a plan will be entirely determined by the availability of resources and commitment to the philosophy and vision presented herein and the ability to engage others in sharing this vision.

While the ideas presented will require considerable effort to implement, the advantages are many, including the ability to:

- 1) better serve our students, faculty advisors and staff;
- 2) build and tailor services to the specific needs of our various OCC constituents;
- 3) streamline the core processes which will enable a more efficient and effective academic organization;
- 4) communicate effectively with all interested communities of interest.

### Academic Technology Vision

The primary vision for Academic Technology is one of supporting, enabling, and enhancing the primary missions of academic excellence, leadership and social and civic responsibility by providing technology tools and services for student, faculty, staff and the community. Thus, all applications of technology that perform these functions are both desirable and appropriate.

The basic proposition underlying the development of this plan is that technology initiatives should improve and enrich the student's experience by providing technology tools and services designed and/or customized to meet their various and special needs. The students' experiences and activities are central as technology is selected, developed, and implemented within the College. Thus, the technology goals focus on extending the Academic Technology environment and improving the services available to support and enhance the activities and experiences of student and faculty.

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# OAKLAND COMMUNITY COLLEGE ACADEMIC TECHNOLOGY PLAN 2004-2006

## I. Introduction

One only has to look around us to see the how technology is changing the face of the world. The emergence and use of the Internet and the World Wide Web are rapidly changing how we live, work and do business. Information technologies offer the possibility to provide greater degrees of efficiency and effectiveness in how we collect, use and distribute information. It provides the tools we can use to better serve our constituencies. Within Oakland Community College, we realize that to fully take advantage of these Academic technological changes we must have a roadmap – a strategic plan for Academic Technology – that will chart our course in the uses of these important technologies. We intend to have this Academic Technology Plan drive both the academic strategic plans and the technology strategic plans within the institution.

### A. Rationale

Since technology has such an impact on our society, it is important to embrace such change so we can take full advantage of the opportunities Academic Technology has to offer. Developing a strategic plan for Academic Technology within the College carried with it specific advantages. These advantages include the ability to:

- 1) better serve our students, faculty, advisors and staff
- 2) build and tailor services to the specific needs of our various OCC constituents
- 3) streamline the core processes which will enable a more efficient and effective Academic Technology organization
- 4) communicate effectively with all interested communities of interest.

Given the importance of IT to modern organizations, we cannot view these investments as a luxury. In order to establish and maintain our position as a leader in higher education, it is imperative that we think and act smarter, quicker and more effectively. Unarguably, information technology will play an ever-increasing role in the evolution of the OCC organization and services. We should view these changes as essential to our core objective of developing the very best programs and services.

### B. Objectives of the Academic Technology Plan

The College Strategic Plan encompasses all aspects and functions of OCC, college-wide. The College Academic Technology represents major resources that are essential for the provision of support services and technology for teaching and learning. The primary purpose of the ATP is to guide and facilitate the selection and implementation of Academic Technology that will assure that OCC achieves the Mission, Vision, and Goals defined in the College Strategic Plan. The current ATP is intended to provide a clear direction for OCC Academic Technology projects and expenditures over the next three (3) years and to ensure alignment with the College's strategic direction.

The plan identifies key Academic Technology needs to be addressed by OCC, and outlines goals and objectives to move the College forward in the direction of a new vision for Academic Technology of the future. The ATP also suggests several initiatives and projects to support key areas of the academic processes of the College. These will become the plans, actions, and projects that will make critical contributions to the continued operation and modernization of

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Academic Technology within the College. These initiatives do not support a single campus, department or division, but instead examine and address the total College needs.

### C. Definitions

**Academic Technology** can be defined as the subset of telecommunication, multi-media and information technology that is dedicated to supporting teaching and learning.

An **online** course is a course “offered and taught for credit via electronic media, e.g., Internet websites” (FMA Article II, 2.1, section H).

An **augmented course** is a course “taught in a classroom setting with online assignments or augmentation” (FMA Article II, 2.1, section H).

A **hybrid course** is a course that technically could be considered “augmented” but actually falls between the definitions of augmented and online, with some class meetings held in the traditional classroom and others held in electronic spaces (online), either synchronously or asynchronously.

A **course management system** is a software application architected and designed to meet most digital course delivery needs, including document display and retrieval, file transfer, discussion and chat, and email. The opportunities for information transfer and social knowledge construction available through course management systems is meant to approximate, through instructional design templating, those available in traditional classrooms. Examples of course management systems popular in the higher education market at the time of this draft are Blackboard, WebCT, eCollege, and Educator.

A **discussion board** is an online space within which persons logged in to the same system can carry on an asynchronous text conversation.

A **chatroom** is an online space within which two or more persons logged in to the same system can carry on a text conversation in real time (synchronously).

**Mobility** (wireless) as a term refers to telecommunications in which electromagnetic waves (rather than some form of wire) carry the signal over part or the entire communication path. Without wires impeding range of movement, technology users are more “mobile” within a prescribed wireless area.

**Synchronous** activity in a computer-mediated learning situation is activity that occurs simultaneously (more than one user acting in the same digital space at the same time, e.g. people chatting in a chatroom).

**Asynchronous** activity in a computer-mediated learning situation is activity that occurs time-independent of other activity in that same environment (users posting messages to a discussion board according to their own schedules and at separate times).

**Multimedia** describes a number of diverse technologies that allow visual and audio media to be combined in new ways for the purpose of communicating. Multimedia often refers to computer technologies. Nearly every PC built today is capable of multimedia because they include a CD-ROM or DVD drive, and a good sound and video card (often built into the motherboard). But the term multimedia also describes a number of dedicated media appliances, such as digital video recorders (DVRs), interactive television, MP3 players, wireless devices and public video displays.

**Telecommunications** is a term used to describe all types of data transmission, from voice to video.

**Information Technology** is a term used to describe computer hardware and software, voice, data, network, satellite and other telecommunications technologies, and multimedia and application development tools. These technologies are used for the input, storage, processing, and communication of information.

**Blog** is a term used to describe a user-friendly web-based web log that allows multiple users to share files and record notes and comments in a common digital environment.

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## II. College Planning Environment

The planning environment describes the context within which this plan was developed and will be implemented.

### A. College Vision, Mission, and Goals

#### **Vision Statement**

Oakland Community College puts students first so they reach their highest potential. We are a caring College that values innovation, high quality service, and professionalism at every level.

#### **Mission Statement**

Oakland Community College is a student-centered institution which provides quality learning opportunities for individuals, communities, and organizations on an accessible, affordable basis.

#### **Purposes Statement**

OCC provides quality:

- Educational experiences enabling students to transfer to other institutions of higher education
- Occupational and technical learning opportunities to improve student's employability
- Community services, including cultural, social, and enrichment opportunities for lifelong learning
- Opportunities in development education to prepare students for college-level studies
- Workforce development training and learning opportunities to meet the needs of business and industry
- General Education opportunities enabling students to learn independently and develop skills for personal and career success

#### **College Goals and Objectives**

To further focus College efforts to serve the OCC community, a comprehensive list of goals and respective objectives has been delineated. Seven major goals are listed, with several specific objectives for each goal. The objectives are proactive statements of what should be accomplished to achieve the respective major goals. The goals and objectives encompass all aspects of College operation. The seven goals are included in Appendix A.

### B. Technology Mission and Vision

College technology must enable the achievement of the College goals and objectives. Many goals clearly specify the role of technology. For other objectives, it can be seen that needed technology must be in place for strategic directions and goals to be accomplished. Thus, College plans for technology must align, or map, technology initiatives and projects to the College-level plans, including the Academic Master Plan (AMP).

#### **Technology Organization Structure**

- The Chancellor's Council supports the College Board of Trustees in the development and revision of the College policy and goals, and it provides oversight of College activities. Several Councils and committees operating within the Chancellor's College Council Structure address College technology needs.
- Overall planning, acquisition, management, and operation of College technology are under the direction of the Information Technology (IT) department as led by the Office of the Chief Information Officer (CIO). A comprehensive statement of the overall College



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technology mission, vision, governance and plans for both academic and administrative technology is provided in the Technology Master Plan (TMP).

#### **Technology Management Committee**

- The Technology Management Committee (TMC) is charged with developing and coordinating the implementation of the Academic Technology Plan (ATP). The TMC Committee is a standing committee reporting to the College Academic Senate.
- The TMC is made up of representatives from all College campuses, and academic departments on a rotating basis. As a guide for their work, the TMC agreed on the following Mission.

#### **TMC Mission Statement**

- TMC link technology planning and expenditures with institutional goals
  - Expose the institution to new innovations in technology that will enhance teaching and learning
  - Encourage growth and provide guidance for continuing improvement of teaching and learning through the integration and assessment of technology
  - Increase communication and collaboration in building an integrated learning community
  - Help establish and evolve policies and processes for responsibilities that new technologies bring to the institution
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- Manage Teaching Learning and Technology Roundtables
  - Prioritize technology project recommendations, send to Vice Chancellor, and monitor project assessment Communicate with College/Campus Senates
  - Meet to coordinate the development of TLTR's, dialogue with IT concerning technology decisions and initiatives, and formulate TMC recommendations
  - Promote the investigation of new teaching and learning strategies
- Teaching and Learning Technology Roundtables are a key component of Academic Technology activity in the area of faculty development and practice broadcasting. Technology Roundtables are designed to facilitate communication about technology issues as well as to deliver information on what others are doing with the new technology. Currently, many faculty members are active in providing input into a process that is driven by teaching and learning needs.

### **C. Academic Technology Planning Process**

The process for developing the Academic Technology plan starts with the Oakland Community College Strategic Plan. The Academic Technology plan will prescribe ways that technology may be used to facilitate the achievement of the College's goals and objectives.

The Technology Management Committee (TMC) will draft the Academic Technology plan using its faculty membership to represent the Academic Technology needs of the College. Once drafted, the Academic Technology plan will be lodged with the College Senate- and sent to the campus Senates for consideration and reflection. After receiving feedback from the campus Senates, the College Senate will provide feedback to the TMC for integration into the final plan draft. The data collected will be used to develop a shared vision of how current and emerging technologies may be used in providing services for students, faculty and administrators within the College. The final draft, when completed, will be lodged again with College Senate for a vote of sponsorship.

Once sponsored by the Senate, the plan will be passed onto the Chief Information Officer and the Vice Chancellor for Academic and Student Affairs who will present the plan to College Planning Council (CPC), College Academic and Student Services Council (CASSC), and

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Chancellor's Council for consideration and comment. If substantial changes are required, the plan will be revised and returned to Senate for review. If no substantial changes are required, the plan will be approved and integrated into the Technology Master Plan, and implementation will begin.

The process begins with an Academic Technology vision statement for the College, which will be translated into a set of Academic Technology goals and for each goal, a series of objectives aimed at achieving the goal. A project or a series of projects/initiatives will be identified to move the College toward the completion of the objectives and therefore achievement of the goals. The plan will include mappings for each goal and associated initiatives to trace out project objectives, measures of progress, action plans, and milestones.

The organizational strategy proposed in the plan calls for the TMC to provide oversight to the project implementation teams that will be formed to address the various initiatives identified in this plan. The project implementation teams are to be appointed by the TMC in coordination with the Chief Information Officer and the Vice Chancellor of Student and Academic Affairs, with membership drawing on representation and expertise from collaborating locations across the College. The TMC will provide for project implementation teams:

- recommendations for membership and charges;
- oversight and organizational support and resource linkages; and
- monitoring and reporting on progress of teams toward accomplishing project objectives and milestones.

### **III. A Vision for Academic Technology**

The vision for Academic Technology at OCC is based on a set of assumptions. For OCC these assumptions can be derived from the College Vision and Mission statement presented in section II above.

The role of Academic Technology should be one of providing support for the overall mission and goals of the College. As such, it is a means to an end, not an end in itself.

The primary vision for Academic Technology is one of supporting, enabling, and enhancing the primary missions of academic excellence, leadership and social and civic responsibility by providing technology tools and services for student, faculty, staff and the community. Thus, all applications of Academic Technology that perform these functions are both desirable and appropriate.

- For the student, technology can provide an environment and tools for scholarship and communication, which enable the student to move from a passive receiver of information to active makers of meaning and creators of knowledge.
- For the faculty and advisors, technology can provide rich resources, which support re-envisioning the learning experience, enriching the research process and communications.
- For the staff, technology should provide a mechanism for efficient and effective management of programs and information related to education.
- For the OCC community, technology should provide a vehicle to communicate and support a dialogue within and among the community, other colleges, alumni and the community at-large.

### **IV. Academic Technology Strategic Goals and Objectives**

The basic proposition underlying the development of this plan is that technology initiatives should improve and enrich the OCC experience by providing technology tools and services customized to meet their various and special needs. The student's experiences and activities are central in

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selecting, developing, and implementing technology within the College. Thus, the Academic Technology goals focus on extending the information technology environment and improving the services available to support and enhance the activities and experiences of student and faculty.

**Organizational Recommendation**

Two basic recommendations are offered to effect the implementation of the OCC Academic Technology Plan. It is recommended that the Chief Information Officer and the Vice Chancellor of Academic Affairs:

- Adopt the Academic Technology vision and goals presented in the plan.
- Create an organizational strategy for implementing the Academic Technology Plan.

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## **OCC Goal 1**

### **Plan Future Directions**

The first goal is to *engage in continuous systematic planning to guide our future directions in all areas of College operations.*

### **OCC Goal 1 Strategic Objectives**

- 1.2 Clearly connect the Academic, Facilities, and Technology plans and directly link planning and budgeting.
- 1.3 Initiate the planning process and integrate it with the budget process.
- 1.5 Conduct a comprehensive space and resources study at each campus.

### **Academic Technology Plan Goal 1:**

Design an Academic Technology plan that inspires continuous, systematic planning to guide the future of Academic Technology at OCC.

### **Academic Technology Plan Goal 1 Current State**

As of the 2003-2004 academic year, OCC:

- Development of the Academic Technology Plan is in progress.
- The academic Co-Chair of TMC sits on the College Planning Council.
- The TMC is a standing committee of the College Academic Senate.
- The college is in the process of integrating many of its plans and planning processes.
- The Director of Library Systems is a member of TMC – thus improving the planning process integration between Library Systems and other Academic Technology planning efforts.

### **Academic Technology Plan Objectives resulting from the gaps between our Goal 1 and our Current State.**

- Identify Academic Technology planning efforts already performed or in place.
- Identify opportunities to integrate existing Academic Technology planning efforts into an overall coordinated Academic Technology plan.
- Explore the possibilities for offering alternative academic solutions using Academic Technology.
- Maintain and/or expand the OCC Assistive Technologies initiatives.
- Continue to support, or grow, total distance learning and enhanced face to face courses

### **Academic Technology Plan Goal 1 Desired Outcomes from the Academic Technology Plan Objectives**

Continuous innovative initiatives focused on delivering a high-quality learning environment.

### **Academic Technology Plan Goal 1 Ideas and Projects that may support the Academic Technology Plan Objectives**

- Focusing development of hybrid course delivery.
- Student interest survey in the area of course offerings, delivery options (traditional, hybrid, online), and preferred schedule options.
- Investigate course management system setup that would incorporate integration with Datatel Colleague to allow seamless access to both WebAdvisor and the CMS for hybrid and/or online course delivery.
- Encourage faculty experimentation and development of new pedagogies using both ubiquitous and emerging technologies.
- Provide end-user technical support to both students and faculty.
- Examine benefits/costs of offering courses in open time slots: 4 p.m.-6 p.m., for example.
- Investigate increasing student access to OCC via electronic means: wireless, student Intranet, faculty and student file storage, student email addresses, faculty web space, and more self-service functions.
- collaborate with Institutional Research to create an annual report on distance learning success rates
- develop a best practices packet for online faculty

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- implement a technology mentoring program for new and new-to-technology-faculty
  - expand course management system and blog (web log) use beyond classroom delivery to also facilitate committee and department meetings and communication
  - implement an open source laboratory for blog and other open source applications that enhance teaching, learning, and collaborative activity

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## **OCC Goal 2**

### **Increase quality and accessibility of education**

The second goal is to “provide high quality education for students by means of traditional and non-traditional approaches. To meet a diverse student population’s needs, OCC will expand our educational opportunities and services to be continuously available without compromising quality and integrity.”

### **OCC Goal 2 Strategic Objectives**

2.2 Enhance and coordinate support services, including registration, orientation, recruitment, admissions, and financial assistance.

2.3 Assess and adjust program scheduling and offerings.

2.4 Develop new programs and mini-certificates.

### **Academic Technology Plan Goal 2:**

To be sensitive to, and provide for, the Academic Technology needs of OCC’s diverse student population.

### **Academic Technology Plan Goal 2 Current State**

As of the 2003-2004 academic year, OCC:

- Offers augmented, hybrid, and fully online courses which represent 10% of the course sections offered by the College.
- Is space- and schedule- constrained at some campuses.
- Students may be looking for class offerings at times and places that better suit their personal schedules.
- Has a fairly well developed Assistive Technology program.
- Has not yet made an official statement on its Online/Distance Learning Strategy.
- At some locations, the College provides only limited access to technology for students who do not have computers and/or broadband Internet access at home.
- Has an unspecified percentage of students who, for economic, preference, or skill-development reasons, do not have access to technologies.
- Has a number of process recommendations under development which will encourage sustainable innovation in teaching and learning.

### **Academic Technology Plan Objectives resulting from the gaps between our Goal 2 and our Current State.**

- Explore the possibilities for offering alternative academic solutions using Academic Technology.
- Maintain and/or expand the OCC Assistive Technologies initiatives.
- Continue to support, or grow, Online/Distance Learning as dictated by the College.
- Create a communication process whereby the College can effectively collect the Academic Technology needs of the faculty on a scheduled basis.
- Create wider student access to technologies and technology training.
- Promote the use of existing ‘Initiatives’ procedure to encourage faculty innovation.
- Develop new R&D programs to reduce red tape during innovation.
- Develop a process to institutionalize innovations.

### **Academic Technology Plan Goal 2 Desired Outcomes from the Academic Technology Plan Objectives**

- Continuous innovative initiatives focused on delivering a high quality learning environment on the evolving students’ terms.
- Create an awareness of the collective needs of the faculty for Academic Technology.
- Create a prioritized list of projects that may be budgeted for and funded.
- Increased faculty awareness of the Initiatives program, and how to use it to pursue innovation.
- To encourage more innovation by making it easier to get funding and support.
- To spread innovation throughout OCC by mainstreaming scalable successes.

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## **Academic Technology Plan Goal 2 Ideas and Projects that may support the Academic Technology Plan Objectives**

- research closed captioning for alternative course delivery or alternate course materials
- research and develop network image for assistive technologies that do not require static peripheral hardware (such as scanners or special monitors)
- development of enhanced-classroom tech station tutorials (in addition to “how to” guides posted in each classroom)
- expand use and purposes of existing ubiquitous technologies
- Focusing development of hybrid delivery mode.
- Survey students to determine what their preferences are in regards to preferred times, course offerings, delivery systems.
- Closely examine benefits/costs of offering courses in open time slots: 4 p.m.-6 p.m., for example.
- Investigate increasing student access to OCC via electronic means: wireless, student Intranet, student file storage, student email addresses, and more self-service functions.
- Work with CPC to advertise/promote/clarify the Initiatives program.
- Work with College administration to improve access for students receiving Financial Aid based on the results of the needs assessed in the survey referenced in 7.2.4.
- Investigate broadening student access to required technology tools, including alternatives such as laptop lease programs and internet-provider access.
- Develop a survey to assess technology access limitations impacting students receiving Financial Aid.
- Work with the administration to create fund pools at the campus level to encourage R&D.
- Work with the administration to develop a process to mainstream Initiatives and innovations: (funding, tech support, marketing, and training)

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### **OCC Goal 3**

#### **Expand partnerships and Collaborations**

Our third goal is to *continue to create beneficial partnerships with a variety of businesses, educational institutions, communities, government entities, social agencies, and regional and national organizations.*

#### **OCC Goal 3 Strategic Objectives**

3.2 Identify, assess, and develop a program of educational, business, and community partnerships.

3.3 Identify existing K-12, private schools', and proprietary schools' joint programs and create opportunities for new ones with feeder schools.

#### **Academic Technology Plan Goal 3**

Use Teaching and Learning with Technology (Academic Technology) as the bridge to connect with K-12 feeder schools, private schools, business, industry, and the community.

#### **Academic Technology Plan Goal 3 Current State**

- OCC currently uses Academic Technology to facilitate delivery of course material and training for Workforce Development and local corporations.
- OCC faculty and administration have existing relationships with various institutions- both on a personal and institutional level.

#### **Academic Technology Plan Objectives resulting from the gaps between our Goal 3 and our Current State.**

To deepen existing relationships with industry and the Workforce Development community in order to better serve those communities in the future as well as to build new relationships.

#### **Academic Technology Plan Goal 3 Desired Outcomes from the Academic Technology Plan Objectives**

- Increase and improve the opportunities to collaborate with target institutions.
- Investigate how to utilize Academic Technology to expand these relationships

#### **Academic Technology Plan Goal 3 Ideas and Projects that may support the Academic Technology Plan Objectives**

- Survey current Workforce and industry partners to determine what is working, what could be improved, what they would like to see next.
- Work with current partners to determine how we might streamline programs and course development within programs in order to allow partner employees the full benefit of our partnership with maximum efficiency.



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## **OCC Goal 4**

### **Appreciate and understand Diversity**

The fourth goal, as a result, is for OCC to *foster inclusiveness through its educational programs and services, its employment practices, its cultural and artistic events, and its partnerships.*

### **OCC Goal 4 Strategic Objectives**

- 4.1 Create academic strategies and service opportunities, which take OCC into the community.
- 4.2 Create strategies to ensure an ethnically and culturally diverse faculty and staff.
- 4.3 Develop strategies to sustain and increase employee involvement in diversity activities.

### **Academic Technology Plan Goal 4:**

To ensure that the Academic Technologies are brought to bear with sensitivity to the underserved and underrepresented populations' challenges.

### **Academic Technology Plan Goal 4 Current State**

As of the 2003-2004 academic year, OCC:

Includes as part of its available operating system image on all College computers character sets for major world languages, enabling both students and faculty to read and write in their native or chosen languages.

### **Academic Technology Plan Objectives resulting from the gaps between our Goal 4 and our Current State.**

- Collaborate with IR on ongoing OCC research and understand OCC student demographics.
- Deploy Academic Technology in ways that accommodate our diverse student population.

### **Academic Technology Plan Goal 4 Desired Outcomes from the Academic Technology Plan Objectives**

To allow all OCC students, regardless of family background, financial status, or ethnic background, equal access to Academic Technology in order to succeed while attending OCC.

### **Academic Technology Plan Goal 4 Ideas and Projects that may support the Academic Technology Plan Objectives**

- Work with IR to expand on the current data collected and collaborate on projects promoting ATP.
- Cross reference demographics with Academic Technology offerings.
- Seek financial partnerships to aid underprivileged students with procuring and using Academic Technology.

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## **OCC Goal 5**

### **Promote a Global Perspective**

The fifth goal is *to ensure students understand global dynamics by providing relevant educational experiences that address the relationships of people, cultures, and nations in an interconnected world.*

### **OCC Goal 5 Strategic Objectives**

- 5.1 Expand the instructional programs to include courses and programs addressing global issues.
- 5.2 Infuse global components into the instructional program.
- 5.3 Develop new intellectual and artistic activities for the community.

### **Academic Technology Plan Goal 5:**

To ensure that OCC faculty have the Academic Technology available, and the training to use it, to explore and infuse global components into instructional programs.

### **Academic Technology Plan Goal 5 Current State.**

As of the 2003-2004 academic year, OCC:

- has in place an infrastructure that permits full access to the Internet, enabling students and faculty participation in the global community.
- Offers an online class which focuses on energy conservation and global environmental issues.
- Participates in an online information exchange that allows OCC students to engage with students from around the world (e.g., Oaxaca).

### **Academic Technology Plan Objectives resulting from the gaps between our Goal 5 and our Current State.**

Create a communication process whereby the College can effectively collect the Academic Technology needs of the faculty on a scheduled basis.

### **Academic Technology Plan Goal 5 Desired Outcomes from the Academic Technology Plan Objectives**

Create an awareness of the collective needs of the faculty for Academic Technology in relation to Global Perspectives.

### **Academic Technology Plan Goal 5 Ideas and Projects that may support the Academic Technology Plan Objectives**

- Partner with the MCCVLC to explore attendance at conference offerings.
- Focus TLTR(s) on Global Perspective topic.
- Sponsor/support event(s) above/beyond TLTR focused on Global Perspective.
- Explore attracting more International students using OCC Academic Technology or because of OCC Academic Technology.

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## **OCC Goal 6**

### **Facilitate the appropriate use of Technology**

The sixth goal is to *employ technology responsibly and appropriately in order to promote learning, enhance teaching, and support the College mission.*

### **OCC Goal 6 Strategic Objectives**

- 6.1 Complete and implement the Academic Technology plan as an integrated component of the College Master Technology Plan, including use of technology.
- 6.2 Review and update the technology replacement schedule.
- 6.3 Develop a plan to increase the use of technologies with a specific focus on the instructional program.

### **Academic Technology Plan Goal 6:**

To structure a management and practice continuum which facilitates responsible and appropriate use of academic technology in order to promote learning, enhance teaching, and support the College mission.

### **Academic Technology Plan Goal 6 Current State**

As of the 2003-2004 academic year, OCC:

- Has a PC replacement program in place.
- Has a reasonably well-appointed infrastructure serving the College.
- Has a talented staff, both employees and contractors, supporting the College's technology.
- Has introduced an Academic Technology replacement plan that addresses both PC and non-PC technology in classrooms, labs, IICs, libraries, PASS centers, and TLTCs.
- Is developing a plan to support students' technology use.
- Is researching the need for, and ways to address, possible 7x24 support of Academic Technology, specifically the online learning environment.
- Charged the Distance Learning sub-committee of the TMC with developing a report on the current state of Distance Learning at OCC.
- Is considering, in priority order, student technology service offerings, such as student email, student file server space, wireless access for student-provided laptops, and expanded online student services/forms.
- Has implemented web-based student registration and course look-up, allowing access to the Datatel system from off campus.
- A number of process recommendations and revisions under development will encourage sustainable innovation in teaching and learning.

### **Academic Technology Plan Goal 6 Academic Technology Plan Objectives resulting from the gaps between our Goal 6 and our Current State.**

- To define and guide the technology life cycle for academic technologies.
- To explore and define appropriate technology support models for Academic Technology.
- To explore what student services may be delivered with Academic Technology.
- To foster Teaching and Learning with Technology innovation and the distribution of effective Academic Technology throughout the College.
- To maximize use of existing infrastructure and ubiquitous technologies in order to support and enhance teaching and learning.
- To continually explore emerging technologies that support innovation in teaching and learning.

### **Academic Technology Plan Goal 6 Desired Outcomes from the Academic Technology Plan Objectives**

- To make innovation easy and infectious.
- To create an innovation treadmill which drives a continuous cycle of refresh and retirement.
- To ensure that Academic Technology is an enabler, not a burden.

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## **Academic Technology Plan Goal 6 Ideas and Projects that may support the Academic Technology Plan Objectives**

- Academic Technology roadmap that explores possible futures leading from our existing state.
- Technology life cycle definitions for Academic Technologies.
- Replacement Plan implementation and management, including scheduled replacement, retirement, and unscheduled repair of Academic Technology items.
- Management and maintenance of existing budgets, including analysis of replacement cycle burden and prioritization of Academic Technology capital projects.
- Forecasting Academic Technology budgets, including NRC (non-recurring charges) and RC (recurring charges) of incoming Academic Technologies so they can be planned for and managed.
- Definitions for standard and nonstandard Academic Technologies, along with adjustments to those definitions as technologies or College preferences and practices shift.
- Ongoing review of needs and standards to positively impact mainstream deployment of Academic Technologies.
- Exploration of nonstandard and emerging technologies, including hybrid course delivery solutions and mobility solutions.
- Mapped process for exploring, validating, and prioritizing emerging Academic Technologies.
- Methods for customizing and managing Academic Technology needs at the discipline and campus level.
- technology-enhanced classroom equipment consistency
- re-introduce SmartBoard classroom technology
- research and revise existing software purchasing and implementation practices, including tracking installation locations
- Funding process in the form of campus-based pools to support innovation.
- Prototyping process in place for taking innovative applications of standard, nonstandard, or combined Academic Technologies to the College mainstream.
- Process in place for reviewing, implementing, and drafting statements to support or maintain standards of practice in the area of Academic Technology.

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## **OCC Goal 7**

### **Assess Institutional Effectiveness**

The seventh goal is *to ensure that high quality and integrity are continuously associated with OCC and its educational programs, services, and operations. Thus OCC will engage in continuous assessment in all of its functions and among all its employees* to assure it meets the needs of the communities it serves.

### **OCC Goal 7 Strategic Objectives**

7.2 Develop and conduct student surveys to gather data.

7.3 Complete and communicate an Institutional Effectiveness Dashboard Model.

### **Academic Technology Plan Goal 7:**

The Academic Technology plan will embrace and promote continuous assessment in the area of Academic Technology.

### **Academic Technology Plan Goal 7 Current State**

As of the 2003-2004 academic year, OCC:

- The TMC rigorously discusses, recommends, and assesses ubiquitous and emerging technologies
- The TMC conducts a semi-annual course management system evaluation process involving faculty and students. (Next evaluation scheduled for midyear 2005)

### **Academic Technology Plan Objectives resulting from the gaps between our Goal 7 and our Current State.**

- To define an assessment objective to ensure that the plan is, and continues to be relevant and effective.
- To development plan for the assessment of Academic Technology.
- To explore the role of TMC in assessment of Academic Technology.

### **Academic Technology Plan Goal 7 Desired Outcomes from the Academic Technology Plan Objectives**

- To establish an on-going plan commitment to assessment.
- To put a structure in place to enable the commitment to assessment to be met.

### **Academic Technology Plan Goal 7 Ideas and Projects that may support the Academic Technology Plan Objectives**

- Research and define how the Academic Technology plan shall be assessed.
- Define who the assessors will be: TMC, IR, Senate.
- Research and define what areas of Academic Technology should be assessed, and how frequently.

## V. Implementation Plan

The operational portion of the strategic plan describes the major initiatives to be undertaken to realize the strategic objectives of the ATP.

Implementation timetables delineate proposed timelines and responsibilities for major initiatives. In most cases, these are rough estimates meant to assist in preliminary planning and setting of priorities. The actual implementation timetables will depend on many factors such as availability of funding and staffing resources, changing needs and priorities over the three-year planning period, interdependencies with other strategies and projects, and more detailed analysis and project planning.

This chart offers a model for College tracking of Academic Technology projects. Each project should be defined and mapped (point to) to the College Goals and Objectives (Appendix A) that it will support.

Initiative	ACTION/ Outputs	Plan SOURCE	RESPONSIBILITY Dependencies Inputs Required	Funded	STATUS	2005	2006	Goals Supported
Complete TLTC	In conjunction with campus facilities personnel and plans, complete the TLTCs for the Highland Lakes, Orchard Ridge, and Auburn Hills campuses.	TMP 2002 UPDATE	None		D			
TEC standard	Support the installation of the TEC I standard in classrooms identified by each campus.	TMP	TMC, IT		O			

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## APPENDIX A – College Goals 2002 - 2005

### **Oakland Community College Goal 1:**

The first goal is to *engage in continuous systematic planning to guide our future directions in all areas of College operations.*

### **Oakland Community College Goal 2: Increase quality and accessibility of education**

The second goal is to *“provide high quality education for students by means of traditional and non-traditional approaches. To meet a diverse student population’s needs, OCC will expand our educational opportunities and services to be continuously available without compromising quality and integrity.”*

### **Oakland Community College Goal 3 Expand partnerships and Collaborations**

Our third goal is to *continue to create beneficial partnerships with a variety of businesses, educational institutions, communities, government entities, social agencies, and regional and national organizations.*

### **Oakland Community College Goal 4: Appreciate and understand Diversity**

The fourth goal, as a result, is for OCC to *foster inclusiveness through its educational programs and services, its employment practices, its cultural and artistic events, and its partnerships.*

### **Oakland Community College Goal 5: Promote a Global Perspective**

The fifth goal is to *ensure students understand global dynamics by providing relevant educational experiences that address the relationships of people, cultures, and nations in an interconnected world.*

### **Oakland Community College Goal 6: Facilitate the appropriate use of Technology**

The sixth goal is to *employ technology responsibly and appropriately in order to promote learning, enhance teaching, and support the College mission.*

### **Oakland Community College Goal 7: Assess Institutional Effectiveness**

The seventh goal is to *ensure that high quality and integrity are continuously associated with OCC and its educational programs, services, and operations. Thus OCC will engage in continuous assessment in all of its functions and among all its employees to assure it meets the needs of the communities it serves.*

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## APPENDIX B – Academic Technology Plan Goals 2004 - 2006

### **Academic Technology Plan Goal 1:**

Design an Academic Technology plan that inspires continuous, systematic planning to guide the future of Academic Technology at OCC.

### **Academic Technology Plan Goal 2:**

To be sensitive to, and provide for, the Academic Technology needs of OCC's diverse student population.

### **Academic Technology Plan Goal 3**

Use Teaching and Learning with Technology (Academic Technology) as the bridge to connect with K-12 feeder schools', private schools', business, industry, and the community.

### **Academic Technology Plan Goal 4:**

To ensure that the Academic Technologies are brought to bear with sensitivity to the underserved and underrepresented populations' challenges.

### **Academic Technology Plan Goal 5:**

To ensure that OCC faculty have the Academic Technology available, and the training to use it, to explore and infuse global components into instructional programs.

### **Academic Technology Plan Goal 6:**

To structure a management and practice continuum which facilitates responsible and appropriate use of academic technology in order to promote learning, enhance teaching and support the College mission.

### **Academic Technology Plan Goal 7:**

The Academic Technology plan will embrace and promote continuous assessment in the area of Academic Technology.



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## **APPENDIX C – Record of, and Response to, Technology Forums Sponsored by College Academic Senate**

On May 13, 2005, Tech Forums were convened on each OCC campus so that faculty and staff had an opportunity to discuss in an open forum four questions posed by a subcommittee of Academic Senate.

The questions were:

1. What is your dream for technology in the classroom?
2. What is your vision for distance education at OCC? What do we think we should be offering? And how? -- a course here and there? (as we do now), programs? Degrees? ...?
3. What kinds of technology support and training do you need?
4. Regarding Emerging Technologies: thinking about our needs and your research in this area, what emerging technologies would benefit you and OCC as a whole?

The comments made by faculty and staff fell into twelve major categories:

1. Access to computers
2. Adjunct issues
3. Assistive technologies
4. Course delivery and development
5. Hardware
6. Library services
7. Software
8. Student technology and support
9. Technology support
10. Training
11. Visioning
12. Wireless.

The attached document organizes each actual comment recorded on May 13 by category, campus, question number, Academic Technology Plan response, and Institutional response. Two addenda surface Tech Forum issues germane to the Academic Technology Plan and issues that need to be taken beyond IT to other College groups.

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## **Additions to the Academic Technology Plan in Response to the Technology Forums**

*Specific project language and ideas in goals 1, 2, and 6*

Academic Technology Plan Goal 1 project/idea additions:

- collaborate with Institutional Research to create an annual report on distance learning success rates
- develop a best practices packet for online faculty
- implement a technology mentoring program for new and new-to-technology-faculty
- expand course management system and blog (web log) use beyond classroom delivery to also facilitate committee and department meetings and communication
- implement an open source laboratory for blog and other open source applications that enhance teaching, learning, and collaborative activity

Academic Technology Plan Goal 2 project/idea additions:

- research closed captioning for alternative course delivery or alternate course materials
- research and develop network image for assistive technologies that do not require static peripheral hardware (such as scanners or special monitors)
- development of enhanced-classroom tech station tutorials (in addition to “how to” guides posted in each classroom)
- expand use and purposes of existing ubiquitous technologies

Academic Technology Plan Goal 6 project additions:

- technology-enhanced classroom equipment consistency
- re-introduce SmartBoard classroom technology
- research and revise existing software purchasing and implementation practices, including tracking installation locations

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## Issues suggested by the Fora, and Institutional bodies suggested for referral

### College Budget and Equipment:

- Consistent equipment
- Updated classroom equipment
- Fully equipped tech stations

### Vice Chancellor for Academic Affairs:

- Taking programs online (HLC change of status)
- Online courses should meet HLC standards

### Senate and/or OCCFA:

- Allowing adjuncts to teach online
- Use online delivery for second-year students or upper-level courses only
- Faculty contract language must support online activities
- Online instruction is a lot more work for the money
- Online instruction cheapens the degree
- Collaborative for core requirements
- Online delivery should be up to disciplines/programs

### IIC:

- Help students in non-technical disciplines learn technology

### Institutional Research:

- Run a frequency on success rates in distance learning

### Deans:

- Test site for online students
- Testing lab for video-based courses

### PDTC:

- Faculty experts teaching workshops
- File management tutorials
- Don't cancel training events
- Training should be cross-status
- Need more support training
- Credit for faculty who use the TLTC's