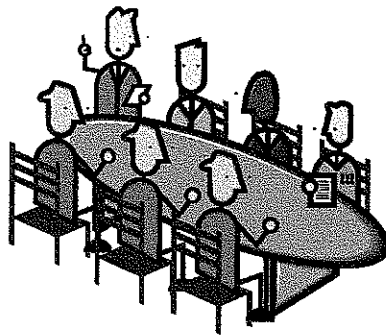


Technology Committee Redesign



Owens Community College
Process Management Team
Summer 2007

Technology Committee Redesign

Table of Contents

Technology Committee Redesign Team Members.....	1
Background Information.....	2
Project Statement.....	3
Define the Current Process.....	4
Operational Definitions.....	4
Flow Chart of Current Process.....	5
Current Situation.....	6
The Committee.....	6
History.....	6
How OPAT Functions.....	7
Issues of Concern.....	7
Analyze the Current Situation.....	8
Process Improvement Theory & Implementation Plan.....	10
Desired Change.....	10
Force Field Analysis.....	10
Actions to be Taken.....	11
Research Conducted.....	11
Proposed Structure.....	11
Proposed Purpose (Draft Mission).....	11
Proposed Composition.....	12
Proposed Administrative Details – Terms, Succession and Meeting Frequency.....	14
Relationship of the Proposed Committee to the Owens Mission, Vision & Values.....	15
Anticipated Positive Results.....	15
Obtained Cooperation of Key People.....	15
Relationship to AQIP Quality Criteria.....	16
Implementation Plan Timeline.....	17
Improvement Theory Check Sheet.....	18
How We Will Study Results.....	19
Study Results Plan.....	19
Engrafting the Improvement into the System.....	20
Acknowledgements.....	21
Appendix A - Technology Defined	
Appendix B - OPAT Mission, Objectives & Structure	
Appendix C - Key Informant Interviews	
Appendix D - Technology Committee Comparison Matrix	
Appendix E – Executive Decision Making System Sample Content	

Technology Committee Redesign

Team Members

Betsy Johnson, Team Champion
Director, Financial Aid

Deb Rathke, Team Leader
Director, Institutional Research, Planning & Grants

Mazhar Anik, Team Scribe
Chair, Information Systems

Louise Estep, Team Member
Director Events/Senior Administrative Coordinator, Findlay Campus

Matt Lewis, Team Member
Assistant Director, Systems Development, Information Technology Services

Sarah Metzger, Team Member
Communications Manager, Fund Development

Background Information

An Owens Community College leadership team with representation from the Board of Trustees, administration and faculty attended the AQIP Strategy Forum in November, 2006. During the strategy forum, it became clear to the team that an underlying issue needed to be addressed before other activities under consideration could be successfully implemented. This underlying issue was our Information Support System. Upon return from the forum, the idea was discussed with other organizational leaders. There was consensus that an action project to improve the Information Support System was appropriate and essential to the success of the organization.

The rationale for the Action Project follows. “The Owens Community College Information System enables us to monitor performance of operational and continuous improvement activities as well as supports decision-making across the college. Any weakness in this system adversely impacts our ability to conduct business and monitor performance. Therefore, the team decided that an action project improving our Information Support System was needed. Through this action project, Owens Community College can better serve the information needs of many college constituents’ areas, including the original budget reporting project.”

Four action steps were developed to address the issue. They are:

#1 Identify current and future Information Support Systems capabilities. This includes our hardware, software, equipment, skill sets, and other Information Technology areas. This will be done by means of an independent audit designed to identify current and future needs and make recommendations for efficiency.

#2 Assess Information Support Systems recommendations identified in the audit which will provide a clear role and direction of Information Technology Systems for the future.

#3 Form a process improvement team to research technology committees at other colleges, review our technology committee membership and purpose, and offer recommendations for committee redesign.

#4 Review and update the college’s Technology Plan, ensure alignment the colleges strategic plan with the input from all college stakeholder groups.

This process management team was created to address Item #3.

Project Statement

To research technology committees at other colleges, to review our technology committee membership and purpose and offer recommendations for committee redesign as measured by improved information flow and satisfaction of stakeholders.

Define the Current Process

Operational Definitions

Adequate resources – The amount of personnel, dollars, equipment and time necessary to carry on business effectively.

Committee representation – The mix of college constituencies represented on the committee/subcommittees including students, faculty, staff, and administration as well as business areas and academic schools.

Decision-making ability – The authority to make decisions regarding the dedication of resources to carry out a strategy or plan.

Information flow is defined as written and oral communications inbound to the Technology Committee and its subcommittees and outbound from the Technology Committee and its subcommittees. Information flow can be measured in terms of message accuracy, timeliness, clarity, relevance to the intended audience, and responsiveness to the issue.

OPAT - Owens Planning and Technology Committee is a forum for discussion of technology issues. Its stated mission is to “research, evaluate, prioritize and recommend the implementation of technologies that will place the Owens Community College and Northwestern Ohio on the forefront of using technology for education.”

Satisfaction is defined as the level of contentment with the technology planning process whereby issues are input, channeled, discussed, decided and communicated back to the originator.

Stakeholders are defined as those constituencies that are involved in or impacted by the Technology Committee, including but not limited to students, departmental users of technology, full-time and part-time faculty, members of the Technology Committee and its Subcommittees.

Technology is defined as any information technology hardware or software that deals with management information, the network, instructional technology, client services and infrastructure. For examples of items that compose each category see Appendix A.

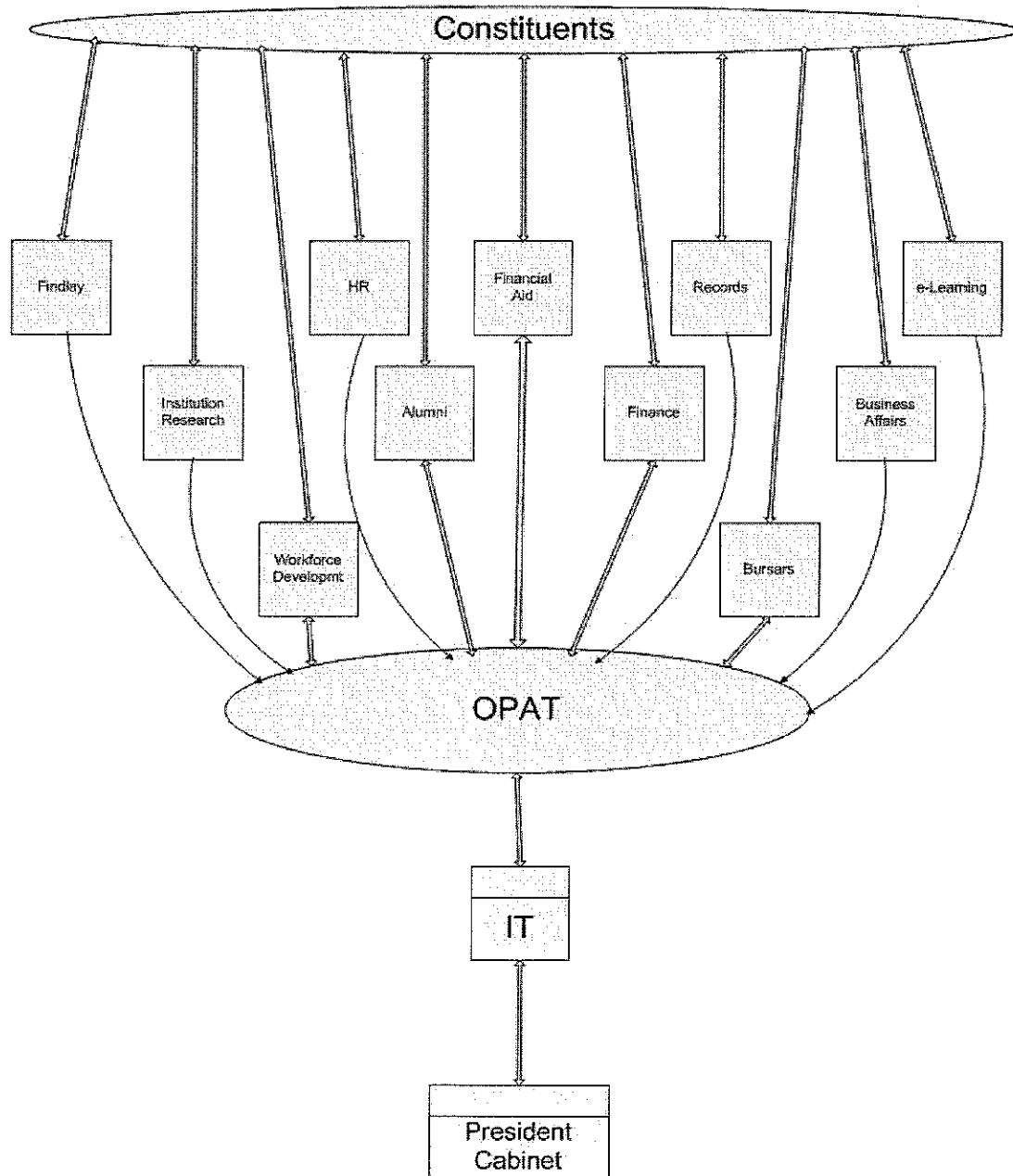
Technology Committee is defined as an administrative structure for reviewing, evaluating, and recommending strategies, plans, priorities, and policies for college information technology in order to support and advance the mission of Owens Community College.

Transparency of process is defined as the ability to conduct the process in a broadly visible, honest, respectful and open manner that builds trust and collaboration.

Two way communication – Communication/input from college constituencies to the committee and subcommittees as well as communication/feedback from the committee/subcommittees to the idea originator and the college constituencies

Visionary thinking – Innovative thinking that anticipates future horizons and creative solutions to problems not trapped in past practices.

Flow Chart of Current Process



Current Situation

The Committee

The Owens Planning and Technology (OPAT) Committee is composed of 15 members representing the following areas: Alumni Relations, Bursar/Accounts Receivable, Distance Learning, Finance, Financial Aid, Human Resources, Institutional Research, Information Technology Services, Records, Student Enrollment Services, Workforce and Community Services, and Findlay. The members meet weekly for a two hour period to discuss operational issues affecting Banner and ancillary systems that are integrated with it, the Network including the portal, e-mail and calendaring, Blackboard, the phone system, and ID cards.

History

The technology committee at Owens has evolved over time. It originated in 1997, when Owens Community College interviewed vendors to replace the mainframe system with plans of replacing it with an integrated database. At that time, the mainframe and disk operating systems in place were not compliant for the year 2000. The employees involved in the interviews and meetings could be considered the beginning of the Owens Technology Committee. They were selected to take part in this venture because they were considered major stakeholders in this project. There was representation from each functional office currently using the mainframe system and several representatives from Information Technology Services (at that time known as Computer Services).

Once a vendor was selected, each functional area began to work with the computer employee assigned to their module to develop a timeline for training and implementing their specific module. In July 1998, modules began to go live. First to come was the finance module. The rest of the modules followed shortly after and the entire system (or parts of each system) were up and running within 18 months of the start of the project (Summer 1999).

While each functional area worked with their trainer(s) from SCT to build tables, test and retest, members also began to meet on a regular basis as a team. The meetings became more frequent and eventually were held on a regular basis so the members could address concerns and strategize future pieces and parts coming live in their system. Since the product purchased is an integrated database, it became more and more necessary for the members to meet. Owens Academic and Student Information Systems (OASIS) Project Steering Committee was formed. Meetings of the OASIS Project Steering Committee occurred through December 2002. Executive management as well as IT Technical staff attended.

As time passed, the members of OASIS began to address other technology issues, partly because of their ties into the SCT product – some include, but are not limited to employee and student e-mail systems, scanning system, ID cards, computer lease programs, transfer

module issues, telephone system, and classroom tools, such as Blackboard, to name just a few. Additional members were added representing alumni relations, distance learning, institutional research, workforce and community services, and Findlay campus. Since the subject matter expanded and there was no other committee in existence to address technology planning and implementation issues, OASIS morphed into what is known today as the Owens Planning and Technology Committee (OPAT). In February 2003, an OPAT mission statement, objectives and structure were adopted. See Appendix B.

How OPAT Functions

OPAT meets weekly to discuss current issues in maintaining the network and management information system (Banner and ancillary software with which it's integrated). Little time is spent on development or planning for the future. The agenda is set by the Committee Chair (Director of ITS) with members contacting him in advance of any other issues that need discussion. Following new business, each area updates the group on issues within their functional area. It is the responsibility of members of the group to update their superiors and colleagues on items of interest. The Vice President of Administration and Chief Technology Office is the conduit for information to be conveyed to President's Cabinet.

Additionally, other technology related activities take place outside of the OPAT structure. The Director and Associate Director of ITS meet quarterly with academic school leaders except for the School of Technology which they meet with bimonthly to gain insight into the technology needs of the academic areas. The Alternative Learning Committee which discusses e-learning issues typically meets three times per semester. The Chair of the Alternative Learning Committee is a member of OPAT, so an informal channel of communication is available.

Issues of Concern

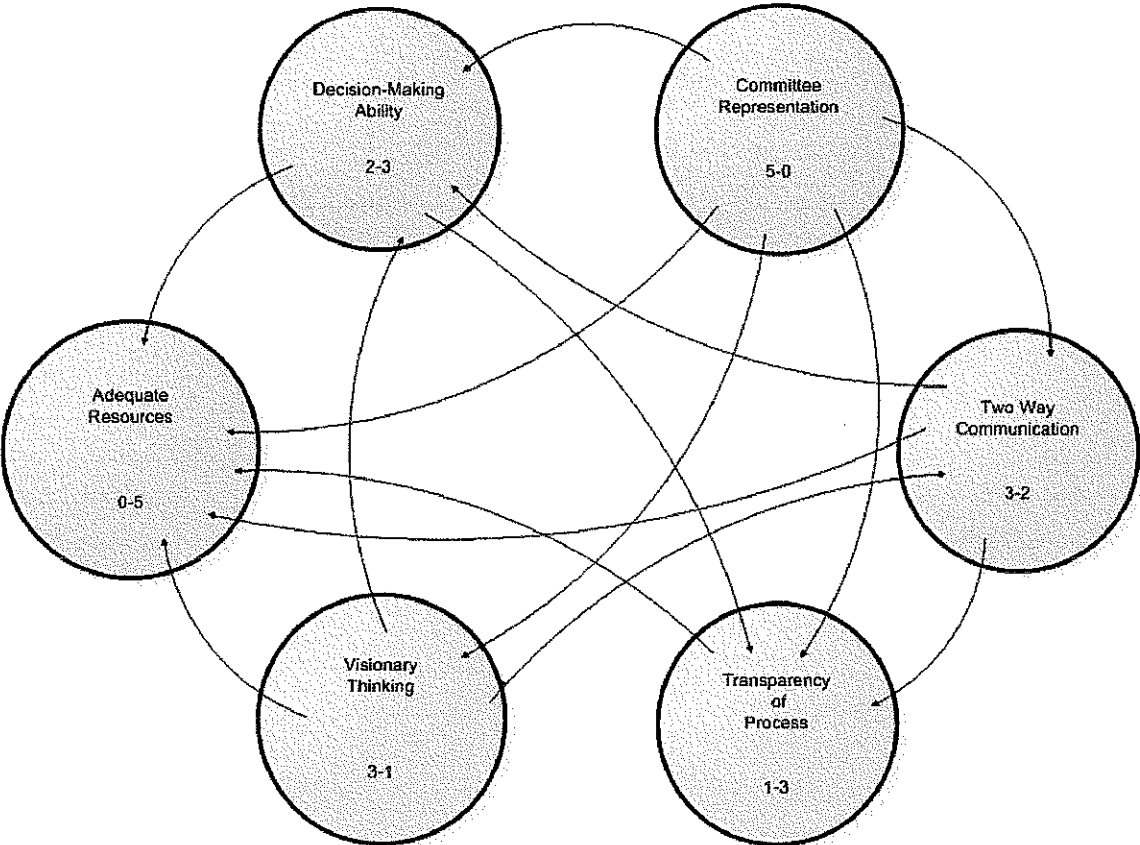
Several issues of concern have been voiced regarding the current committee structure:

- Lack of representation of key college constituencies
- Inadequate information flow
- Focus is on maintaining current systems rather than developing additional capabilities and planning for the future
- Fragmented information – no one group sees the entire picture
- OPAT members have no authority to make final decisions

Analyze the Current Situation

The effectiveness of the Technology Committee is influenced by six major elements: committee representation, two way communication, decision making ability, visionary thinking, transparency of process, and adequate resources. These elements interact with each other in various degrees and influence the overall effectiveness of the Technology Committee as perceived by key constituencies. By understanding the influences that these elements have on the effectiveness of the committee, it is possible to identify elements that may be causing a less than ideal process. The cause-effect relationship is illustrated in the diagram below.

Technology Committee Redesign Team
Relations Diagram
Cause-Effect



The relations diagram shows the cause and effect relationship of the following elements:

Committee representation – To be effective, the committee must consist of representatives from across the college (Toledo and Findlay). There should be employees representing administration, faculty, and the functional users. Student needs should also be addressed. There must also be commitment from all members to attend and participate in a constructive manner.

Two-way communication –The communications must include what is needed, what will be accomplished, and what the internal and external needs are. Legal mandates from federal, state, or local agencies must also be part of the communication piece. The communication must flow into and out of the committee structure on a timely basis.

Decision-making ability – Currently, OPAT is not structured to be a decision-making body. The Technology Committee needs to have the authority to make institutional decisions in order to be effective.

Visionary thinking – While some members of the committee may be visionary thinkers, this has not been a function of the Committee as a whole. Typically, the meeting agendas do not allow for such discussion. The members of the Technology Committee and Subcommittees need to be proactive, creative thinkers and have the foresight to plan for future needs and trends.

Transparency of process – From the early days, there has been mistrust because of the lack of representation and a feeling that decisions were made in a closed environment. For example, over the years, when upgrades etc. have been applied and resulted in problems for the end-users, doubt and mistrust emerged relative to the abilities of those involved. The members must be trusted and respected (both by other committee members and their constituents). They must have cooperation from all parties and buy-in from the users.

Adequate resources – Having adequate resources is the culmination of having a structure working efficiently. To this end, restructuring of the Technology Committee should positively impact the availability of resources to meet documented needs.

In the analysis portrayed in the relations diagram on the previous page, the current committee representation appears to be the root cause or obstacle to the effectiveness of the Technology Committee. Contributing to the root causes are the secondary influencers of two way communication and visionary thinking.

Process Improvement Theory & Implementation Plan

Desired Change

To create an effective committee structure that serves as a transparent forum for reviewing, evaluating and making decisions about strategies, plans, priorities and policies regarding college information technology systems.

Force Field Analysis

Driving Forces

Part of AQIP Action Project
“Information Systems”

Owens AQIP Steering Committee focus
on Tech Com Redesign Team

President, Provost & Chief Tech Officer
support

Faculty support/interest

Technology vital part of college
necessary for optimal performance

Student recruitment and retention efforts
are technology dependent

Students, faculty, and staff demand
sophisticated technology

Emphasis on web & distance learning

Fielding ideas considering
\$, staff time, sustainability, life
expectation

Alternative Learning Committee already
exists

Restraining Forces

Schedules – find time to attend meetings?

Money

IT Staff available to implement?

Many competing priorities and no means by
which to prioritize; everything is important

Lack of consistent Minute taker and person
responsible to update website

Mistrust

Past concerns – phone implementation
Big brother is watching you perception
Belief faculty not taken seriously
Barriers to full participation
Unrealistic expectations
Ideas rebuffed when suggested
Failure to Listen

Not visionary enough - working to resolve day-
to-day issues

Realistic balance dollars, staff, life expectancy
5-10 years ahead
3-5 years ahead
1-2 years ahead

Willingness to be trained

Willingness
Time of classes
Locations of classes

Actions to be Taken

All restraining forces were considered in the planks of our improvement theory and addressed to the extent possible. The team focused on eliminating two key restraining forces: mistrust and inadequate planning for the future (vision). We believe that altering the committee structure to be more inclusive, opening the process to be more transparent, and incorporating planning for the future in committee deliberations will improve technology support to the college. The following sections identify the research we conducted as the basis for our improvement theory as well as the proposed structure, mission, purpose and administrative details for committee operation.

Research Conducted

Since our directive was to research technology committees at other colleges, to review our technology committee membership and purpose and offer recommendations for committee redesign, we started by researching committees at other colleges. We conducted key informant interviews with Chief Information Officers at select Ohio Community colleges and members of the Strategic Horizons Network: namely, Sinclair Community College (OH), Northern Essex Community College (MA), and Cy-Fair College (TX). Cuyahoga and Columbus State Community Colleges were approached however we were unable to connect with the CIO to conduct the interview. We used the questionnaire in Appendix C as our interview guide. The results of the interviews also appear in Appendix C. In addition, we researched “Technology Committees” on the internet and created a matrix comparing the committee structure and name, purpose and composition. The matrix is shown in Appendix D. From the research conducted and by taking bits and pieces from what other colleges created, we designed a structure that we thought would best meet our needs.

Proposed Structure

We propose that the committee structure be composed of a technology committee with four subcommittees reporting into it. We believed this was needed because of the many topics that technology encompasses. The subcommittees we envisioned were management information, network, instructional technology, and client services. At first we had five subcommittees, with the additional one being infrastructure. However, upon further thought, we argued that this could be incorporated into the committee purview, since anything dealing with major infrastructure change needed to be discussed at that level sooner than later.

Proposed Purpose (Draft Mission)

Technology Committee – reviews, evaluates and makes decisions pertaining to strategies, plans, priorities and policies regarding college information technology systems, including technology infrastructure and budgetary resources. It would be the responsibility of the committee to prioritize projects recommended by subcommittees, the top ten of which the CTO would present to President’s Cabinet for approval and resource allocation.

Additionally, the committee will appoint a task force to develop a strategic technology plan.

Management Information Subcommittee – reviews, evaluates and recommends strategies, plans, priorities and policies regarding systems and data used by management to operate the college and make decisions.

Network Subcommittee – reviews, evaluates and recommends strategies, plans, priorities and policies regarding the College Network.

Instructional Technology Subcommittee – reviews, evaluates and recommends strategies, plans, priorities and policies regarding technology used as part of instruction.

Client Services Subcommittee – reviews, evaluates and recommends strategies, plans, priorities and policies regarding services that affect clients who use information technology such as help desk services, computer labs, training, etc.

For a list of examples of topics under the purview of the committee and subcommittees, see Appendix A. The committee and subcommittees would also have responsibility for researching technologies on the horizon so we are prepared to benefit from them as future technologies become available.

Proposed Composition

The team discussed committee and subcommittee composition at length. The relations diagram that we included on page 8 illustrates that committee representation was the single most influential element affecting committee effectiveness. If this element is truly representative of the key constituents using technology, then ideas flowing into the structure for consideration will increase, decision-making will be more transparent and communication outward from the committee should improve.

It is the responsibility of each committee and subcommittee member to

- Prepare for the meetings by reading materials sent in advance
- Attend the meetings and participate
- Report back to their constituents about what transpired at the meeting and decisions that were made

Technology Committee (includes Infrastructure) ~ 14 members

Executive VP & Provost

VP, Administration/Chief Technology Officer

VP, Business Affairs/Chief Financial Officer

Executive Dean, Findlay Campus

Faculty Representatives (2) ~ OFA will recommend

Management Information Subcommittee Representatives (2 - Chair and Vice Chair)

Network Subcommittee Representatives (2 - Chair and Vice Chair)

Instructional Technology Representatives (2 - Chair and Vice Chair)

Client Services Subcommittee Representatives (2 - Chair and Vice Chair)

Management Information Subcommittee ~ 12 members

Registrar's Office representative
Bursar's Office representative
Financial Aid representative
Human Resources representative
Enrollment Services representative
Finance representative
Foundation/Alumni Association representative
Institutional Research representative
Workforce & Community Services representative
Academic Services representative (Chair or Dean)
Findlay Campus representative (if not already represented by above positions/departments)
Director, Information Technology Services (ITS) OR Associate Director ITS, Programming

Network Subcommittee ~ 10 members

Student Services representative
Student representative
Marketing & Communications representative
Faculty representative
Staff (User) representative
School of Health Services representative
School of Business & Information Systems representative
School of Technology representative
Findlay Campus representative (if not already represented by above positions/departments)
Associate Director, Networking

Instructional Technology Subcommittee ~ 16 members

Faculty Representatives (5) ~ one from each school
Chairs/Assistant Chairs (5) ~ one from each school
Alternative Learning Committee representative
Director of Teaching and Learning Center
Library representative
Workforce & Community Services representative
Findlay Campus representative (if not already represented by above positions/departments)
Supervisor, Computer Labs

Client Services Subcommittee ~ 11 members

Human Resources representative
Business Affairs representative
Academic Services representative
Student representative
President's Office representative
Student Services representative

Workforce & Community Services representative
Marketing & Communications representative
Foundation/Alumni representative
Findlay Campus representative (if not already represented by above
positions/departments)
ITS Representative (Computer Lab Supervisor or Lead Computer Operator)

Proposed Administrative Details – Terms, Succession and Meeting Frequency

Technology Committee

Those members serving because of position would not have terms. Initially, of the members representing organizational constituencies (OFA), one would have a two year term and the other a three year term. Thereafter, it would be three years. Subcommittee Chairpersons and Vice-Chairpersons would serve on the technology committee for as long as they hold either a Chair or Vice-Chair position. This would infuse new blood and retain continuity, while reducing the burden on any individual from prolonged service. The meetings will be called by the Vice President of Administration/Chief Technology Officer. Our team believes that the Technology Committee should meet at least bimonthly (every two months) and use the Executive Decision Making System (see Appendix E for Example Agenda) to conduct its meetings. Informational packets, minute taking and posting to the Committees and Councils intranet website are the responsibility of the Secretary to the Vice President of Administration/Chief Technology Officer.

Subcommittees

Initially, the subcommittee positions would be assigned either a 1, 2 or 3-year term. Then, as terms expire, all terms would be 3 years. In essence, the terms of a third of the subcommittee would expire annually, thus infusing new blood while retaining continuity. Each subcommittee would have a Chairperson and Vice-Chairperson elected from within the committee. The Chairperson and Vice-Chairperson would serve in that capacity for 1 year. Then, the Vice-Chairperson would proceed to become Chairperson the following year and succession is implemented. So, after the initial year, only election of a Vice-Chairperson would take place. The frequency of meetings should be determined by each subcommittee based on the amount of business transacted and driven by the schedule of the Technology Committee. That is, each subcommittee formally reports to the Technology Committee at each meeting of the Technology Committee. The subcommittees should use the Executive Decision Making System (see Appendix E for Example Agenda) to conduct their meetings. Subcommittee informational packets, minute taking and posting to the Committees and Councils intranet website are the responsibility of administrative support of the ITS department.

Relationship of the Proposed Committee to the Owens Mission, Vision & Values

Owens Community College Mission: *We believe in serving our students and our communities. Your success is our mission.*

Owens Community College Vision: *Owens faculty and staff are committed to providing a superior educational experience through excellence, innovation and collaboration.*

The College's mission and vision are encapsulated in the College's Core Values of *excellence, innovation, collaboration, service and learning*. The Technology Committee Redesign Team believes that the revisions we have recommended are consistent with the College's Core Values, particularly innovation, collaboration, and service.

Anticipated Positive Results

The team's Relations Diagram (see page 8), identifies **Committee Representation** as the driving factor in all that the revamped Technology Committee will do. The revised Technology Committee would have the right mix of faculty, staff and administration to be truly collaborative and innovative in the pursuit of service, learning and, ultimately, excellence. If the Committee and its related subcommittees are successful in demonstrating the College's Core Values in all that they do, the College's culture will be positively impacted through **Two-Way Communication** among the Committee, its Subcommittees and the College community. The committee process is designed to be an open forum for planning and the discussion of technology issues. Thus **Transparency of Process** will be evident through Committee activity. The stated purpose is "to review, evaluate and make decisions pertaining to strategies, plans, priorities and policies regarding college information technology systems, including technology infrastructure and budgetary resources" and this places the focus on the future as well as the present. This **Visionary Thinking** should ease transitions as we pursue our technology initiatives and provide opportunities for cost savings/avoidance. The committee design ensures that there is appropriate **Decision-Making Ability** to pursue and realize goals and that **Adequate Resources** are available to pursue appropriate operational and strategic technology needs.

Obtained Cooperation of Key People

The draft of our report was sent to the Provost, Vice President of Administration/CTO, Vice President of Business Affairs, the Findlay Campus Executive Dean, OFA President and our team champion. We solicited their ideas regarding the proposed structure, purpose, and composition. We also inquired if they anticipated any potential problems with the structure, so that we could consider those in the design before we sought approval to implement. Comments we received from them were considered and incorporated through team consensus.

Relationship to AQIP Quality Criteria

The improvement executes Item #3 of the AQIP Action Project relating to Information Support Systems. It addresses five AQIP Categories: Understanding Students' and Other Stakeholders' Needs, Leading and Communicating, Supporting Institutional Operations, Planning Continuous Improvement and Building Collaborative Relationships. For the relationship to the criteria see the table below.

AQIP Quality Criteria	Project Relationship
Understanding Students' and Other Stakeholders' Needs	This project redesigns the representation of the committee and subcommittees to formally have student and faculty representation. This will open a channel for communication to voice student and academic needs and concerns with technology
Leading and Communicating	Our improvement will affect how the leadership and communication structures, and processes guide the organization in setting directions, making decisions, seeking future opportunities, and building and sustaining a learning environment through the use of technology.
Supporting Institutional Operations	By improving the current technology committee structure to one that serves as a forum for reviewing, evaluating and recommending strategies, plans, priorities and policies regarding college information technology systems, college constituencies will have an avenue for having their needs and concerns heard. It will enable information technology decisions to become more transparent. This will also align the overall operation of the Information Technology Services Department with the strategic information needs of the college.
Planning Continuous Improvement	This project will provide a forum where campus IT issues are discussed and solutions planned.
Building Collaborative Relationships	Expanding the representation on the Committee and Subcommittees to include all technology stakeholders will build collaboration. The more that people have a channel for input and the more open the process for decisionmaking, the better the understanding of the issues. Decisions can be made with viewpoints of stakeholders considered. Also the perceived information technology silo could be dismantled.

Implementation Plan Timeline

Activity	Who	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08
Organizational meeting to discuss rationale, structure, purpose and administrative details of tech committee and start process to recruit OFA and subcommittee members	Executive Core of Technology Committee & Technology Committee Redesign Team Members															
Recruit OFA Representatives for Technology Committee	Provost															
Recruit Subcommittee Members for Management Information Subcommittee, Network Subcommittee, Instructional Technology Subcommittee, and Client Services Subcommittee	VP Administration and Chief Technology Officer															
Prepare orientation materials for subcommittee members	Technology Committee Redesign Team Members															
Subcommittee orientation	Technology Committee Redesign Team Members															
Subcommittee members are informed of responsibilities of serving as chair and vice-chair	Technology Committee Redesign Team Members															
Subcommittees hold elections of Chair and Vice-chair	Subcommittees															
Technology Committee & Subcommittees determine schedule and start meeting	Technology Committee & Subcommittees															
Conduct benchmark survey of key constituencies concerning satisfaction with the revised process	Technology Committee Redesign Team Members & Institutional Research															
Communications to campus announcing the Technology Committee and its subcommittees, their purpose, composition, and how to provide input/access the structure	Technology Committee Redesign Team Members through Special Assistant to the President for Communications & Marketing Communications Dept															
Report survey results to Process Management Steering Committee	Technology Committee Redesign Team Members															
Technology Committee & Subcommittees Meet	Technology Committee & Subcommittees															
Conduct survey of key constituencies concerning satisfaction with the revised process and compare results to benchmark survey	Technology Committee Redesign Team Members & Institutional Research															
Examine the results of the survey as adjust process as necessary	Technology Committee Redesign Team Members & Technology Committee															
Report survey results and recommended adjustments to Process Management Steering Committee	Technology Committee Redesign Team Members															
Conduct survey of key constituencies concerning satisfaction with the revised process and compare results to previous studies	Technology Committee Redesign Team Members & Institutional Research															
Final Report to Process Management Steering Committee	Technology Committee Redesign Team Members															

Improvement Theory Check Sheet

Team Name: Technology Committee Redesign Team

Team Champion: Betsy Johnson

Date: July 19, 2007

Ideas for Improvement	Support	
Create an effective committee structure that serves as a transparent forum for reviewing, evaluating and making decisions about strategies, plans, priorities and policies regarding college information technology systems.	Y	N
The structure would be composed of a Technology Committee and four subcommittees: Management Information, Network, Instructional Technology and Client Services.	Y	N
The composition would be representative of administration, faculty, staff users, and students.	Y	N

How We Will Study Results

Study Results Plan

We will conduct a survey of key constituents to determine the current awareness of the technology committee process and their attitudes about it. Then in April 2008, we will re-survey the constituents and determine any changes in attitude, comparing the April results to that of the benchmark survey. Suggestions for improvement will be solicited. Suggestions will then be forwarded to the Technology Committee for consideration and implementation if deemed appropriate. In October 2008, a final survey will be conducted and compared to previous studies.

We will report back to Steering Committee at least twice: once about May 2008 for an update, then again October 2008 for a final report.

Engrafting the Improvement into the System

During the first year, The Technology Committee Redesign Team will monitor the structure and process through interval studies. It will make recommendations on any adjustments posed for consideration based on the study findings to the Technology Committee. It will then be the responsibility of the Vice President of Administration/Chief Technology Officer to ensure that the Committee and subcommittees are effectively meeting and producing meaningful recommendations and/or decisions and that two-way communication with the college constituencies occurs.

Acknowledgements

The Technology Committee Redesign Team would like to thank the following individuals for allowing our team to work on this very important issue:

- Dr. Christa Adams for leading the transition to a collaborative culture
- The Board of Trustees for their support for “continuous improvement”
- Dr. Stan Jensen for his knowledge and guidance through the process
- The Process Management Steering Committee for their encouragement to address this AQIP issue and the opportunity to present our ideas
- Northern Essex Community College, Cy-Fair College and Sinclair Community College Chief Information Officers for taking their valuable time to share their experience and complete our key informant survey
- William Powell for his contribution to our effort
- Jo Harmon for her time proof reading our document
- Roberta Montrie for assistance with the document production
- The Copy Center staff for their cooperation in printing of this document
- Our champion, Betsy Johnson, for her support and willingness to assist whenever we needed her
- Our supervisors for allowing us to participate in this learning adventure

Appendix A

Technology Defined

What do we mean by the term “Technology”?

Examples by category are listed below.

Management Information

Administrative Systems – Banner, People Admin, Classware
Web payment system - TouchNet
Oracle Database
Data Warehouse
Point of Service System: Bookstore, cafeteria
Document Imaging/Scanning/OnBase
Future Technologies

Network

ID Card System
Servers
Internet/Intranet/Extranet
Portal
E-Mail/ E-Calendaring
Network Copiers/Printers
Voicemail
Software Implementation
Future Technologies

Instructional Technology

Course Management System (Blackboard)
Smart Classrooms: Projectors, TVs, computers w/CDs & DVDs, whiteboards
E-Portfolios
Audience Response Systems
Virtual Labs
Blogs & Wikis
Podcasting
Learning Modules – tutorials, e-courses, e-programs
Owens Link
OhioLink Library System
Library Catalog System
Future Technologies

Client Services

Training
Help Desk
Computer Labs
Telephones/Cell Phones/Pagers/Blackberries/PDAs
Office Computers
Printers/Fax/Copiers
Future Technologies

Infrastructure

Computer Hardware & Software
Wireless
Cyber Security
Physical Security/ Security Cameras/ Electronic Door Locks
Infrastructure Expansion – fiber optic cable, etc.
Phone system/call triage/voice menus
Future Technologies

Appendix B

Owens Planning and Technology Committee Mission, Objectives & Structure

Owens Planning and Technology Committee

Mission Statement:

The mission of the Owens Planning and Technology Committee (OPAT) is to research, evaluate, prioritize and recommend the implementation of technologies that will place the Owens Community College and Northwestern Ohio at the forefront of using technology for education.

Objectives:

Develop a formal technology strategy to ensure that Owens Community College investment in technology is producing the maximum return for its students, faculty and staff.

Review developments in technology that will potentially assist in advancing the objectives set by the College.

Develop and maintain a project management and review system that will evaluate and rank proposed college projects and track progress of major projects. Report project status to involved parties.

Hold regular review meetings with President's Council to review on-going projects and to propose new projects, defining the scope, benefits, cost and return on investment. If the scope and/or priority of a major approved project is requested the change must be approved by the committee and President's Council.

Inform Owens Community College staff and faculty on a regular basis as to the progress of current technology projects.

OPAT will report to the Owens Community College President's Council and will seek advice and input from the following Owens Community College bodies: College Planning Council, Administrative Council, Alternative Learning Committee, and the Council of Deans.

OPAT Structure:

The OPAT committee will consist of the following individuals:

Banner Module Leader from Records Office
Banner Module Leader from Bursars Office
Banner Module Leader from BAO Office
Banner Module Leader from Human Resources
Banner Module Leader from Alumni
Banner Module Leader from Financial Aid
Director of Institutional Research
Banner Module Leader from Academic Services

Banner Module Leader from Accounting
Computer Services Manager of Programming and Development
Computer Services Manager of Networking
Director of Computer Services
Representative from Workforce and Community Services
Representative from Student Services

The members of OPAT will:

- Serve as chairpersons of sub committees of which they personally have expertise or an interest
- Serve as sub committee members
- Develop a Technology Strategy
- Prepare proposals, recommendations and options for presentation to President's Council and other groups
- Discuss developments in technology and technology initiatives to internal and external groups
- Act as an advocate of technology initiatives
- Review proposals recommending changes and improvements
- Keep current with technical developments that effect education

Sub committees will be made up of individuals that are:

- OPAT members
- Other individuals from within the college community
- Students
- Individuals from the community
- Industry experts

Appendix C

Key Informant Interviews

Questionnaire and Responses

Technology Planning Committee Interview

How does your organization define “technology”?

Do you have a technology planning committee?

If yes, then:

1. What is the committee’s mission statement?
2. What is the committee’s composition?
3. What is the length of service of team members? Are terms limited?
4. What “titles” are represented on the team? (i.e. vice president, provost, department chair, etc.)
5. What is the teams reporting structure? (Position within org chart.)
6. How does the team resolve conflict?
7. Frequency and length of meetings?

If no, then:

1. Who conducts technology planning for your organization?
2. Do they have decision-making authority?
3. Do they have budgetary authority?

Does your technology committee utilize sub committees?

1. How do the sub-committees liaison with planning committee?
2. What is the committee’s mission statement?
3. What is the committee’s composition?
4. What is the length of service of team members? Are terms limited?
5. What “titles” are represented on the team? (i.e. vice president, provost, department chair, etc.)
6. What is the sub committee reporting structure? (Position within org chart.)
7. How does the sub committee resolve conflict?
8. Frequency and length of meetings?

Does the does the technology planning committee:

1. Have decision making authority?
 - a. If yes, how are decisions made?
 - b. Who are voting members?
2. Have budgetary authority?
3. How does your technology planning committee measure performance?

How does the team solicit input from organizational stakeholders and/or non-member constituents?

What would you do differently if your organization planned to reorganize the technology committee?

What were the “lessons learned”?

What suggestion would you offer to an organization redesigning the technology planning committee?

**Technology Planning Committee Interview
Northern Essex Community College
Haverhill, MA**

Spoke with;

Mary Ellen Ashley

Senior Vice President of Enrollment Management & Student Services, Interim CIO

Northern Essex does not have a Technology Committee. The Interim CIO is on the President's Cabinet, College Advisory Council and Process Management Steering Committee and serves as the conduit for information exchange and debate regarding the development of technology direction and annual IT business plans, and IT plan implementation. Reporting to her are three IT Directors: IT Network Operations, IT Client Services, IT Management Information System. Distance Education and Classroom Technology are handled through Academic Affairs and report to the Dean of Instructional Technology. Strategic Business Plans are required annually from the three IT Directors. The Interim CIO, 3 IT Directors and Dean of Instructional Technology then meet and discuss/ revise the business plan elements before the Interim CIO presents the proposed plans to the Presidents Cabinet for discussion and decision-making. As part of the IT Business Plan, the Interim CIO provides possible funding sources for the activities planned over the coming year. It is viewed as the responsibility of the Interim CIO to produce an annual IT business plan that supports the strategic direction of the institution.

As far as what they define as technology, IT Network Operations includes server operations/maintenance, document imaging, telephones and e-mail. IT Client Services includes Computer Labs and the Help Desk. IT Management Information System includes Banner and other Major Users Applications. The website is decentralized to Marketing Communications which also reports to Mary Ellen. Marketing is responsible for web content management including what engine to use; the look, feel and message; and design. IT makes it happen according to marketing specifications.

Discussion with Ken Moore, VP of Information Technologies at Sinclair CC

They define Technology as information technology and include everything they would support, similar to the list we have been developing.

They have an IT Steering Committee. This group consists of 1 or 2 representatives from around the college, appointed by the Senior VPs and focusing primarily on the business projects. This is headed up by the Director of Information Technologies. There are about 15 total members, who meet 2 times per month. They have invited students, but it's rare for them to show up. There are no terms as such; they have a pretty good group and only worry about replacing people as needed. They look at all the projects and recommend any priorities based on the college's needs. They use a point system to assign the priorities based on a set of criteria they have agreed upon. These recommendations go to the IT department to help assign time and resources accordingly.

There are several smaller groups that focus on specific areas, like Infrastructure and New Releases. These groups like the Steering Committee report and recommend to the IT department. The ultimate budget and priority responsibility of projects falls on IT.

Status Report to the Board in the form of an Annual Plan. Starting in March, they meet with staff, Deans, Chairs and other groups around campus looking for any problems with current processes or new systems or processes that they want IT to investigate. They have most recently looked into an Audience Response system and will be rolling that out next fall. They do studies and research into the recommendations they get and incorporate everything into an Annual Plan that they submit to the Board at the end of each Fiscal Year.

Discussion with Cy-Fair Community College's CIO Denise M. Chatam

Cy-Fair Community College in Houston, TX, defines technology as anything electronic that interfaces with the network. This could include the computer network, the phone system, student computer labs, etc.

The Committee consists of a steering committee that prioritizes projects that have been "submitted" by individuals/departments. The implementation is generally done by the CIO and the technology department.

The steering committee consists of vice presidents from several different departments.

The committee meets regularly to prioritize the potential projects. The steering committee is not involved in the actual implementation, but they do select projects based on "value" to the college, cost etc.

The technology department is charged with the actual implementation of the projects. On occasion (due to the time lapse between selection and actual implementation), the details of the hardware/software/implementation costs etc. may vary. These details are worked out by the technology department.

Organizational stakeholders (individuals or departments) submit proposals by the defined guidelines. Anyone can submit the proposals. These individuals/departments then make presentations to the steering committee members who then vote on the projects.

Appendix D

Technology Committee Comparison Matrix

School Name	Committee Name	Purpose	Areas of Focus	Member Positions
University of Wisconsin-Whitewater	University Technology Committee	Provides an administrative forum for reviewing, evaluating and recommending strategies, plans, and policies for campus information technology in order to support and advance the mission of UWW	<ul style="list-style-type: none"> ▪ Review and recommend the campus information technology direction, policy, capabilities, and strategic objectives including prioritization of information technology projects 	<ul style="list-style-type: none"> ▪ Financial Services ▪ Athletics ▪ Administrative Affairs, budget & Finance ▪ Registrar ▪ College of Arts & Communication ▪ Library ▪ Residence Life ▪ Academic Affairs ▪ CIO ▪ College of Business & Economics ▪ Online MBA Program
Wright State University	University Technology Committee	The UTC was formed to review and coordinate all plans for the use of technology within the university.	<ul style="list-style-type: none"> ▪ Address the University's pervasive technology needs ▪ Address classroom and instruction technology needs ▪ Address faculty technology needs ▪ Address student technology needs 	<ul style="list-style-type: none"> ▪ Chair of each college's Technology Committee ▪ Library ▪ Computing and Telecommunications Services ▪ Center for Teaching & Learning ▪ 3 Vice Presidents ▪ Provost
Glendale Community College	College Technology Committee -Subcommittees Capital Request Instructional Palette Web Steering Student Services			

School Name	Committee Name	Purpose	Areas of Focus	Member Positions
Gonzaga University – Oregon	University Technology Council -Subcommittees Web Steering Administrative Computing Distance Education and Education Technology	Review, consider, and make recommendations regarding University-wide technology-related policies, priorities, and resources. The UTC is tasked with understanding the complexities of information technology initiatives and activities and serving as a conduit between the University Community and the ITS Leadership for prioritizing, recommending, and communicating about those activities.	<ul style="list-style-type: none"> ▪ Review and make recommendations on information technology policies for the University. ▪ Develop and articulate strategic information technology priorities for the institution. ▪ Develop formalized procedures for requesting information technology resources and projects. ▪ Review and prioritize requests for information technology resources and projects. ▪ Provide the Vice President for Administration and Planning and the President with planning information, research, strategies, recommendations, and summaries of discussions on specific information technology issues. ▪ Communicate regularly with constituencies throughout the University both within representative areas and more broadly. Represent the results of that communication with the Council as a whole. ▪ Develop and implement methods to ensure better communication and transparency for information technology issue and practices throughout the University. ▪ Review established and emerging operational practices and activities for consistency with the strategic direction of the University. 	<ul style="list-style-type: none"> ▪ Academic Vice President ▪ Finance ▪ Mission ▪ Student Life ▪ University Relations ▪ Faculty Senate ▪ Library ▪ Academic Computing Committee ▪ Staff Assembly ▪ Student Body ▪ Athletics ▪ School of Law ▪ Council Subcommittees

School Name	Committee Name	Purpose	Areas of Focus	Member Positions
Lincoln University of Missouri	Lincoln University Technology Advisory Committee	<p>The Lincoln University Technology Advisory Committee (LUTC) is responsible for advisement regarding the coordination and monitoring of University-wide technology initiatives, priorities, and related policy implementation. The group identifies and assesses University technology needs and assists with the refinement and implementation of the Information Technology Strategic Plan as part of the institutional Strategic Plan, "Furthering the Dream". The group works with campus user, the Center for Teaching and Learning, the Office of Information Technology (OIT) and all others involved in technology initiatives on campus to coordinate resources and review progress on technology initiatives in accordance with the university's strategic planning process. The LUTC will serve as a forum for communication regarding technology initiatives. Recommendations regarding standards and policies are presented to the President for approval.</p>	<ul style="list-style-type: none"> ▪ Review institutional progress on IT Strategic Plan initiatives ▪ Oversee planning and prioritization of information technology efforts to ensure consistency with the institution's strategic and tactical plans and the institutional budget; this effort supports the annual IT Tactical Plan ▪ Develops and recommends institutional standards for IT equipment and software ▪ Develops and recommends institutional policies regarding access to and use of IT resources ▪ Develops and recommends procedures related to IT resources and services ▪ Communicates with the University community on matters of direction, policies, procedures, and standards 	<ul style="list-style-type: none"> ▪ President appoints members. Membership includes representation from various constituencies on campus.

School Name	Committee Name	Purpose	Areas of Focus	Member Positions
University of North Florida	University Technology Committee	The University Technology Committee seeks to: Promote the effective use of information technology (IT) in the instructional, research, and administrative activities of the University. Identify and recommend new and emerging IT-based services necessary in the fulfillment of the University's mission.	<ul style="list-style-type: none"> ▪ Provide advice and recommendations to the University's administration and to Information Technology Services (ITS) concerning IT strategic directions, operating policies, and faculty and staff IT needs. ▪ Maintains liaison with the University community to provide a forum for the expression of views and ideas concerning IT services, facilities, and needs. ▪ Maintains relationships with other University committees that deal with IT-related issues including the Faculty Association's Campus Technology Committee, the Financial Records Committee, the Student Records Committee, and the Distance Learning Committee 	<ul style="list-style-type: none"> ▪ IT/CIO Chair ▪ Academic Affairs ▪ Associate Dean (5 colleges) ▪ Library ▪ Faculty Enhancement ▪ Faculty Association ▪ Faculty members (2 at large) ▪ Student Government (2) ▪ Office of the President ▪ Administration/Finance ▪ Student Affairs ▪ Institutional Advancement ▪ Support to the committee: Director ITS Networking
Syracuse University	Technology Leadership Committee -Subcommittees Administrative Systems Network Infrastructure Information Security Core Computing Environment (file/print/desktop) Elect. mail/calendaring Document Imaging Learning Mgmt Systems/Collaboration Future/Vision Service Level Agmts. Student Computing Working Group Web	The Syracuse University Technology Leadership Committee fosters collaboration among information technology professionals who are engaged in meeting the network, computing, information, and communications needs of the University's academic, research, and administrative departments.	<ul style="list-style-type: none"> ▪ TLC members monitor technology trends in higher education, identify and prioritize IT initiatives that support the University's core missions and business requirements, and make recommendations for long-term information technology strategic priorities. 	<ul style="list-style-type: none"> ▪

School Name	Committee Name	Purpose	Areas of Focus	Member Positions
Bowling Green State University	Information Technology Committee	<p>The Information Technology Committee (ITC) is a university standing committee as provided in the Academic Charter (<u>Article V</u>). The ITC advises the Executive Vice President on all matters affecting information technology in the University. The Committee shall meet twice monthly in the academic year and monthly in the summer in order to assure that institutional goals in the integration of technology are regularly supported.</p>	<p>The committee shall:</p> <ul style="list-style-type: none"> ▪ Consult with the administration regarding the ongoing review and development of operating policies and procedures related to services for end-users in order to assure that these support the University goals while effectively addressing the ethical and responsible use of the University's electronic resources; ▪ advise on the development of policies regarding the integration of technology in the learning, work, and living environments; ▪ assist in the development of University priorities in the strategic planning for information technology initiatives; ▪ Review the annual budget proposals of Information Technology Services before they are submitted to FSBC/UBC; ▪ Recommend new and/or improved technology services; and provide a forum to which students, faculty, and staff may bring for discussion concerns related to information technology services. 	<ul style="list-style-type: none"> ▪ 7 Faculty members, ▪ One at-large faculty member in his/her first four years of service ▪ Administrative Staff Council ▪ Classified Staff Council ▪ One undergraduate student ▪ One graduate student

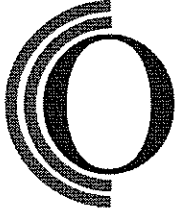
School Name	Committee Name	Purpose	Areas of Focus	Member Positions
University of Toledo	University Technology Committee -Subcommittees Academic Technology Administration Information Systems	<p>The University Technology Committee is the highest-level recommending body for major technology projects on campus. This group is not charged with making recommendations on regular operational activities. However, this body will accept proposals from an Academic Technology Subcommittee and an Administrative Technology Subcommittee.</p> <p>The group will review submitted proposals and make recommendations to the President on major University-wide technology projects that would be supported by TEAF, student fee technology funding and other similar institutional funding sources.</p>	<p>They will:</p> <ul style="list-style-type: none"> ▪ Prioritize projects according to results of the value and risk assessment process ▪ Recommend projects for implementation ▪ Provide ongoing high-level project oversight ▪ Review submitted proposals and make recommendations to the President on major University-wide technology projects that would be supported by TEAF, student fee technology funding and other similar institutional funding sources. ▪ Evaluate requests for new major projects using a formalized value assessment and risk analysis 	<ul style="list-style-type: none"> ▪ Administrative Services ▪ Agricultural Sciences ▪ Applied Human Sciences ▪ Business ▪ Business & Financial Services ▪ Cooperative Extension ▪ Division of Education Outreach ▪ Engineering ▪ Enrollment Services ▪ Information Services ▪ Liberal Arts ▪ Natural Resources ▪ Natural Sciences ▪ Research Services ▪ Student Affairs ▪ University Relations ▪ Veterinary Medicine
Dordt College	Information Services Advisory Committee		<p>They will:</p> <p>Review & advise on policies, procedures, projects and programs of the Information Services office (computer services, library services, media services, and telecommunications)</p> <ul style="list-style-type: none"> ▪ Serve as liaison between the college community and the IS office on issues related to the use of technology and its impact across the campus. ▪ Work with the VP for IS and the IS Office to develop and implement a vision for responsible and effective use of information technology across the campus. 	<ul style="list-style-type: none"> ▪ VP, IS (ex-officio) ▪ 3 Faculty, elected from each division ▪ 5 Staff, representing each administrative division excluding IS ▪ 3 IS staff members ▪ 2 Students

School Name	Committee Name	Purpose	Areas of Focus	Member Positions
Austin Peay State University	Technology Committee	The Technology Committee serves as the institution's primary focus for the dissemination of information about technology and for the distribution and implementation of the means for technologically enhanced teaching and learning.	<p>They will:</p> <ul style="list-style-type: none"> ▪ Prioritize technology equipment requests for funding consideration ▪ Make recommendations to the President regarding the use of technology access fees (TAF) that are consistent with the Three-Year Technology and Five-Year Strategic plans for the University. ▪ Monitor TAF expenditures to ensure compliance with TN Board of Regents TAF Guidelines. ▪ Review, establish and maintain the technology goals, objectives, strategies and activities in the Five-Year Strategic Plan. 	<ul style="list-style-type: none"> ▪ 1 Dept. Chair ▪ Executive Director of AP Center @ Ft. Campbell ▪ 4 Faculty (one serves as Ft. Campbell rep.) ▪ Dean, Extended & Distance Education* ▪ 3 Staff Representatives ▪ Asst. VP, Finance* ▪ Director, Financial Aid ▪ VP, Finance & Administration* ▪ Dir., Info. Technology <p>* ex-officio</p>
Plattsburg State University	Information Technology Advisory Council	To provide input on all campus applications and systems that support instruction, research and administration.	<p>They will:</p> <ul style="list-style-type: none"> ▪ Move policies/decisions forward to the Executive Council of the University (no budgetary authority). 	<ul style="list-style-type: none"> ▪ 4 Elected Faculty (1 from each division) ▪ 4 elected representatives from the non-academic divisions ▪ Faculty Senate appointee ▪ 2 Students ▪ 1 Dean or VP ▪ Chairs of other Technology Committees ▪ Dean, Library & Information Services (chair)

Appendix E

Executive Decision Making System

Sample Content



OWENS
COMMUNITY COLLEGE

AGENDA

Technology Committee

- | | Time | Location |
|--|------|----------|
| A. <u>Call to Order</u> | | |
| B. <u>Recommended Actions</u> | | |
| 1. Approve Agenda | | |
| 2. Routine Issues | | |
| a. Approve minutes of [Date] Meeting | | |
| b. | | |
| c. | | |
| 3. Unfinished Business | | |
| a. | | |
| b. | | |
| c. | | |
| d. | | |
| e. | | |
| 4. New Business | | |
| a. | | |
| b. | | |
| c. | | |
| d. | | |
| e. | | |
| C. <u>Guests and Delegations</u> | | |
| D. <u>Reports</u> | | |
| 1. Management Information Subcommittee | | |
| 2. Network Subcommittee | | |
| 3. Instructional Technology Subcommittee | | |
| 4. Client Services Subcommittee | | |
| 5. | | |
| 6. | | |
| 7. | | |

8.

E. Strategic Thinking and Collective Conscious Time

- 1.
- 2.
- 3.
- 4.

F. Next Meeting

- 1.
- 2.
- 3.
- 4.

G. Adjourn

Time