

MC GOVERNANCE

OPERATIONAL SERVICES COUNCIL (OSC)

THURSDAY, NOVEMBER 12, 2020

2:00 PM – 3:30 PM

VIA ZOOM

ATTENDEES

Members Present: Ed Riggs, Chair, Raquel Bunai, Stacy Ford, Patty Gorski, Liz Greaney, Kelli Hill, Alice Langholt, Sally McClean, Jane Ellen Miller, Marvin Mills, Angela Nissing, Adam Reid, Donna Schena

Members Absent: Andrew Arnold, Ashley Jones, Vani Samaroo

Guests: Tonya Baker

CALL TO ORDER

Ed Riggs, Chair, called the meeting to order at 2:00 p.m.

AGENDA

There is one correction in the November 12 agenda. Instead of “OIT Master Plan,” it should say “IT Master Plan.” The agenda was unanimously approved.

MINUTES

There was one minor change in the October 8 minutes under the IT section. Instead of “The Internet Technology Alignment and Planning,” it should say “The Information Technology Alignment and Planning” The correction has been made. Ed Riggs asked the committee to email Raquel Bunai, OSC Secretary, if any further edits need to be made on the minutes.

CONSTITUENT CONCERNS

- 🚩 Tonya Baker brought forward a constituent concern regarding Zoom meetings. Tonya discussed the inability to assign an alternate host until the meeting begins has become a problem. The host of the Zoom meetings has the ability to assign permissions for the participants to share their screens. The host can access recordings of the meetings, the reports, conduct polls, and set up breakout rooms. Tonya’s office has been having some trouble with the inability to assign an alternate host prior to the meeting and reached out to some of her colleagues to find out if they were experiencing the same problems or if they had figured out how to manage this. She quoted one of her colleagues saying, “I start most meetings, especially if I know documents will be shared, and reassign the

host privileges, and then I leave the meetings.” In other words, this person is following their bosses schedule hour by hour, going in every time her boss is starting a meeting, changing over the hosting privileges, and then signing off. It’s challenging enough to get those meetings scheduled, but then to start them off and manage your own schedule is a very difficult thing to do. Tonya has had other people say that they sign on with their boss’s password to schedule the meetings. This is not a good solution.

Tonya’s office has run into problems with recurring meetings. One of her colleagues said, “I’ll be out next week, so I’m in the process of identifying all the meetings that will need a new link, and have asked my colleague to reset them so that they will be able to start those meetings on behalf of my boss.”

They have also had situations where there have been unexpected absences of the person who scheduled the meeting. She could speak to College Council because the person that set up all the College Council meetings had to be on medical leave unexpectedly. That person wasn’t able to start any of the meetings and turn over the privileges, and that person also wasn’t able to cancel any of the old meetings. What they ended up doing was they had to have another person reschedule all the meetings for the rest of the semester, somehow noting that there was a new link to use, asking people to please decline the previous College Council meetings, which some did and some didn’t. This caused some confusion because some people were still logging into the meeting that should have been cancelled.

Faculty members are also experiencing the same issues. They mentioned that if they have to be out on a last-minute emergency and need a substitute, it’s a problem because they might not be in a place where they are able to assign privileges, so how would that substitute be able to take over that class.

Tonya has not spoken with her Student Life colleagues, but has found out that they are also having the same trials and struggles as well.

This is highly inefficient and it’s also very stressful. What would it take for the College to enable the alternate host function for Zoom? Is the College considering that?

- Jane Ellen Miller responded that Tonya brought up some good points because it is a challenge for many folks. When Zoom was first rolled out, they did not have these types of issues but what was occurring, when Zoom was open in the cloud faculty were experiencing Zoombombing, which means that anyone was able to make themselves a host and faculty were having problems with inappropriate things occurring during their instructional time.
- Jane Ellen just came out of a meeting where the host was not there but they were able to access the Zoom meeting and were able to record it. She is

going to speak to her admins to find out how they did that and will get back to the OSC with the details.

IT MASTER PLAN

Jane Ellen Miller, Interim Chief Information Officer, shared a draft copy of the five-year IT Master Plan to the OSC.

- ✚ This is a plan that looks at what technology is required to support our students and employees for the next five years.
- ✚ The Information Technology Alignment Planning Group is made up of 20 representatives across the College who under a year focused on the development of this plan with the idea that it would be aligned with the MC2025 Strategic Plan, the institutional goals, the Board of Trustees goals, and the Equity & Inclusion Roadmap.
- ✚ This is a living document that will be updated on an annual basis.
- ✚ The “**draft**” IT Master Plan is located in [Addendum A](#).

REGULAR UPDATES

Office of Business Services (OBS)

Liz Greaney, Chief Business/Financial Strategy Officer, provided the following updates:

- ✚ OBS is working on the FY2022 budget. They will present it to SALT on Monday, November 16. They will then present it to the Board of Trustees and the Montgomery County Council with adoption and approval in June, 2021.
- ✚ The current budget is in the development stage. Senior leadership is looking at it.
- ✚ OBS is doing environmental scans with the budget and trying to figure out what our partners are thinking and how they’re impacted through this time period.
- ✚ OBS is finished with two out of the three audits for the year. They are going to request a delay on the third audit because the federal government has not given the auditors guidance on how to audit the CARES institutional and the CARES student fund. Those grants qualify for mandatory audits. They are in the process of drafting a letter to MHEC to request a delay. Other colleges in the State of Maryland have done so as well.
- ✚ A question was asked what the CARES Act was and Liz responded that the federal government put out a \$3 trillion federal stimulus package to help during the COVID-19 pandemic. A portion of it was dedicated to higher education through the Higher Education Emergency Relief Fund. That got broken down into \$5.5 million that the College was eligible for and it was mechanism where emergency funds were distributed to students. The money flowed through the federal government to the College to the students. It did not pay any tuition fees or charges. It was intended for student’s emergency needs. MC has exhausted that \$5.5 million fund. There was also the opportunity to match that with institutional funds. That was intended to offset the costs that MC is incurring to go remote. Those funds have benefitted faculty training, professional development, our students, and remote and virtual tools (i.e., laptops, tools for DSS students, Adobe license, virtual proctoring, etc.).

- ✚ Workday testing is going well. OBS is in cycle two testing.
- ✚ On October 12, Liz sent out a memo to the College Community discussing the current budget situation. The link to the download the memo is <https://www.montgomerycollege.edu/documents/offices/administrative-and-fiscal-services/budget-office/memo-budgeting-for-volatile-economy-10-12-20.pdf#search=budget%20forums>
- ✚ If you have any budget questions, you may contact elizabeth.greaney@montgomerycollege.edu.

Facilities

Marvin Mills, Vice President of Facilities and Security, provided the following updates:

Capital Budget Updates

- ✚ The Capital Budget Request will be approved by the Board of Trustees next week.
- ✚ Later next week, MC will send its Capital Budget Request to the Montgomery County Executive for consideration.
- ✚ At a date TBD in December, Dr. Pollard and a few staff members will meet with the Montgomery County Executive and his staff to discuss the MC Capital Budget Request.
- ✚ In January 2021, Governor Hogan and Mr. Elrich will announce their Capital Budget recommendations.
- ✚ MC representatives will then start advocating with state legislators and County Council members on the MC Capital Budget Request.
- ✚ In April 2021, the State Legislature will approve its Capital Budget.
- ✚ In May 2021, the Montgomery County Council will approve its Capital Budget.
- ✚ In June 2021, the MC Board of Trustees will approve its Capital Budget

Germantown Campus

- ✚ Science and Applied Studies Building on the Germantown Campus – Phase One:
Hess Construction + Engineering Services substantially completed the renovation and addition in January. The College began holding classes in the building at the start of the Spring 2020 semester. The stage 3 work to connect the addition to the existing building has been completed and only close out activities and warranty work remain.
- ✚ High Technology and Science Center ADA Elevator Addition:
The construction of the new ADA elevator pit and structural steel was in progress when the work was suspended by the College due to the COVID-19 pandemic. Work resumed in the middle of July and the contractor continued with the installation of structural steel and utilities to support the elevator. The construction of the elevator is expected to be completed by the middle of January 2021

Rockville Campus

Student Services Center:

Grunley Construction Company, Inc., substantially completed the project at the end of April and received an occupancy certificate from the City of Rockville on September 3. Site work around the existing amphitheater is in progress and is expected to be completed sometime in November. Campus Public Safety office was moved from Mannakee to the new Student Service Center at the end of September. Departments were moved out of the old Student Services building in October and November, and demolition of the existing Student Services building is expected to start in mid-December. Site work and close-out activities should be completed in January 2021.

Soccer Field Complex:

The soccer field project has been completed and the contractor is completing close-out activities. Montgomery College IT department is working to complete WiFi connectivity to the field and building.

Macklin Tower MBI Finance Suite 100:

Baltimore Contractors, Inc., was awarded the contract for the renovation of the VPP suite in Macklin Tower to become the MBI Finance Lab. The building permit was issued on June 29, 2020, and the College issued a Notice to Proceed to the contractor on July 6, 2020. Demolition was essentially completed by the end of July. Work in progress includes framing of interior partitions and electrical and mechanical rough in work.

Mannakee Center for Training Excellence Second Floor Renovation:

Oakmont Contracting LLC was awarded the contract for the second-floor renovation of the Mannakee building. The building permit was issued on July 30, 2020, and the College issued a Notice to Proceed to the contractor on September 17, 2020. The contractor has mobilized to the site and demolition work on the second and third floors is in progress. The renovation project is expected to be completed by May 2021.

Takoma Park/Silver Spring Campus

Catherine and Isiah Leggett Math and Science Building:

Project information is available at <http://mcblogs.montgomerycollege.edu/tpss-math-science-building/>

 SmithGroup, the architect of record, completed the construction documents in July. Barton Malow bid the main building package in August and submitted the GMP No. 4 contract amendment to the College in October. The contract amendment for GMP 4 was awarded at the November Board of Trustees meeting.

 The tree removal permit, tree protection permit, stormwater management permit, and demolition permit were issued at the end of October. Barton Malow had a preconstruction meeting on October 27 with the Takoma Park City arborist and Montgomery County DPS inspector to review requirements for sediment and erosion controls on the jobsite. Installation of these control measures were to be completed by the middle of November and the demolition of Science South and Falcon Hall was to

commence shortly thereafter. Demolition activities are expected to be completed by the end of March 2021.

Campus Facilities Operations

Access Control:

An access control contract with a total cost of \$750,336 was awarded to Johnson Controls, Inc. Scope of work includes upgrade of access control software, limited hardware upgrade and upgrade of the student ID system. Implementation of the contract began in July 2020 and is currently underway on all three campuses. Work associated with the contract will be completed on or before December 2020.

RAVE Display Board Project:

Facilities is working in collaboration with IT to implement Phase 3, the final phase of RAVE display boards project, in the outstanding 220 classrooms across the three campuses. The needed new servers are on hand and site cabling is currently underway. Completion of work on Phase 3 will be completed sometime in early spring 2021.

Spring 2020 Campus Activities:

The Campus Facilities campus operations continue to support the Fall Semester 2020 Academic Affairs on-campus classes, to include WDCE classes.

 Campus Facilities, both Central Facilities and Campus Facilities, are working with Academic Affairs, to include WDCE, on the scheduling of classes for the Spring 2021 Semester.

 Campus Facilities, both Central Facilities and Campus Facilities, are working with Student Affairs, to include Athletics, on the scheduling of staff on campus and athletic events for the Spring 2021 Semester.

COVID-19 Responses:

In October 2020, there were four possible COVID-19 exposures – the College COVID-19 protocols were put in motion to: 1) securing the area by Public Safety, 2) cleaning and disinfecting the area of exposure, 3) alerting the Montgomery County Health Department of the exposures for contact tracing, 4) coordinating with HRSTM or Student Affairs for instructions to affected staff or students, and 5) assisting Communications with the message on the exposure.

IT

Jane Ellen Miller, Interim Chief Information Officer, provided the following updates:

 Communications have gone out to the College Community about MCLearns moving to Workday. Both IT and Mike Mills offices sent out the communication. From December 5-18, MCLearns will not be available as it migrates from Taleo to Workday. If you are in the middle of training, you need to complete it before December 5. Stay tuned for more communications regarding MCLearns and training in December.

Public Safety

Adam Reid, Interim Director of Public Safety, provided the following updates:

- ✚ The CAT workgroup has picked up speed monitoring the COVID-19 pandemic.
- ✚ Governor Hogan had a press conference on Tuesday, November 10, and is having another one today. The College is anticipating rollbacks and will be aligned with what Montgomery County decides to do.
- ✚ The COVID-19 cases this month in Montgomery County are close to what they were last March. Adam urges everyone to be cautious and follow the proper protocols.
- ✚ There is a very limited workforce on the MC campuses.
- ✚ Adam will be working closely with anyone that is involved with the Continuity of Operations workgroup (COOP).
- ✚ Central Dispatch isn't open yet but they are getting close. They have one more set of phones that need to be installed and the radios will be operating shortly.
- ✚ The check-ins on the campuses are going well and people are cooperating with the health assessments they need to take prior to entering a building.

GOAL PLANS

Goal One

- ✚ Stacy Ford aggregated the two prior goals that the OSC previously had because they were for two different audiences.
- ✚ Emily Schmidt had mentioned that we could market OSC through social media, the MC website, or have an awareness activity that would be face-to-face.
- ✚ The MC website has been updated allowing people to funnel through a location on the webpage.
- ✚ Inside MC Online can be another marketing channel.
 - Ed Riggs mentioned that we should market on Inside MC Online as a first step.
 - Ed also mentioned that we could send out emails prior to our meetings. He thinks it should be more than just an announcement. We have to stir the interest of the College Community. Why would you want to come to an OSC meeting? What can you learn at an OSC meeting?

Goal Two

- ✚ Stacy Ford mentioned that some constituents might not be as comfortable to attend an OSC meeting to voice their concerns so one of the methods to use for accessibility could be an online form. She feels there could be more responses using the form because it could be anonymous.
- ✚ Another marketing mechanism would be once a semester to provide feedback of discussions at OSC.
- ✚ Online forms can be created quickly and can be aggregated to see if there are patterns.
- ✚ Stacy mentioned that she has some templates to create online forms.
- ✚ Communications can help with messaging.

- ✚ Ed Riggs and Angela Nissing could help creating the online form.
- ✚ How do we get the responses back? How will the OSC respond?
 - Stacey mentioned that the responses get sent to an email.
 - Who is responsible for the form and the responses?
 - Angela mentioned that it's usually the person that created the form.

ADJOURNMENT

- ✚ The meeting was adjourned at 3:31 p.m.
- ✚ The next OSC meeting is scheduled for December 3, at 2:00 p.m.

Addendum A
IT Master Plan
2021-2025

Montgomery College

Dated November 9, 2020

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Introduction – Digital First Strategy at Montgomery College

Montgomery College’s IT Vision

A Digital First strategy is the transforming of an organization's core business to better meet customer needs by leveraging technology and data. Montgomery College strives to act as a careful and thoughtful steward of institutional resources, providing access to knowledge for individuals to use to transform society as well as themselves.

The 2020 global health crisis changed the narrative on the future of work. Montgomery College, facing digital disruption, had to quickly pivot to support emergency remote teaching, advising, learning, and working. We’ve learned we must always consider some form of emergency preparedness for working and teaching remotely. Staying abreast and embracing technologies that provide the flexibility for remote work is one of the ways to engage employees and perhaps enhance hiring and retention. The IT Master Plan supports approaching projects with a focus on equity and inclusion to better business continuity planning, which can equate to better preparedness.

Montgomery College seeks to advance its work by providing innovative technology solutions for instructional, administrative, outreach, and social purposes in harmony with the shared values of the College community. Innovations that enhance the student experience have to keep pace with student and employee expectations. This includes a robust network infrastructure and evolving cybersecurity protocols to help combat information breaches as we incorporate technology into everyday activities such as teaching, online learning, and remote work. This technology plan will support and guide the institution as we strategize and develop new ways to deliver instruction and work remotely. The 2020 global pandemic has forever changed the environment. There is no going back. Montgomery College strives to ensure its work force is prepared to use the tools and systems required to collaborate both today and into the future. This plan supports a digital first strategy that develops processes and policies (security) and recommends innovative technologies in support of enrollment, retention, and the complete student and employee experience.

Areas of Focus

- Student and Employee Experience
- Enrollment, Student Retention and Completion
- Digital integrations and administrative simplification for ERP (enterprise resource planning) systems
- Information Security Strategy and Privacy
- Continuity of Operations and Pandemic Planning
- Resources, Affordability, and Sustainable Funding
- Integrative IT Leadership

Information Technology Guiding Principles

- Utilize an institution-wide approach to technology innovation that reflects the diverse student, faculty, staff and administrator population.
- Support remote teaching, learning, and working
- Support the implementation of Montgomery College's priorities for the next five years
- Enhance organizational agility and institutional effectiveness through technology
- Leverage relevant technology that supports and enhances the MC experience
- Keep the student and employee experience at the center
 - Improve the student and employee experience by leveraging technology that personalizes the experience
 - Emphasize multi-purpose and shared use with College and County as needed
 - Enhance student learning and interaction with services that focus on educational equity
- Purchase technology solutions that integrate with all systems of record, if appropriate
- Vet solutions to ensure that requirements are met collegewide per P&P and the One College model

Information Technology Goals 2021 – 2025

1. **Accessibility:** To support educational equity, faculty, staff, students, and prospects will have access to required Information Communication Technology (ICT) that is ADA compliant (Accessible), affordable, contemporary, secure and usable.
2. **Innovative Instructional Technology:** Students have access to a learning environment that provides technology-enhanced programs and supports multiple learning delivery methods, including remote teaching and learning.
3. **Professional Development and Training:** Professional development, knowledge sharing, and collaboration will be supported.
4. **Planning and Funding:** Planning & Funding: The College will have a planned approach to the implementation and support of information technologies and will have a strategy for systematically funding ongoing technology initiatives that include operating, capital, grants, and philanthropy solutions.
5. **Information Technology Support and Communications:** Provide appropriate and diverse staffing and support for users of MC technology. Employ various strategies that inform College constituencies of technology resources and encourage their use.
6. **Infrastructure and Systems:** The College will be supported by a reliable, secure, industry-standard network and telephony infrastructure. Critical systems that are appropriate to the College's mission and enhance digital equity will include enrollment management, customer relations management, student success, human resources and finance solutions.

Aligning Information Technology and Institutional Goals

Information Technology Goals							
MC 2025 Strategic Goals		1 Equitable Accessibility (ADA Compliant)	2 Innovative Instructional Technology	3 Professional Development & Training	4 Planning & Funding	5 Information Technology Support & Communications	6 Infrastructure and Systems
	Empower Students to Start Smart and Succeed	X	X		X	X	X
	Enhance Transformational Teaching Practices and Learning Environments	X	X	X	X	X	X
	Fuel the Economy and Drive Economic Mobility	X	X	X	X		X
	Build, Engage, and Strengthen Community Partnerships	X			X	X	X
	Invest in Our Employees	X	X	X	X	X	X
	Protect Affordability	X	X	X	X	X	

Information Technology Implementation Grids

Information Technology Implementation Grid								
Goal 1 <ul style="list-style-type: none"> Equitable Accessibility: Faculty, staff, students, and community members will have access to required Information Communication Technology (ICT) that is equally effective and equally integrated. 			<ul style="list-style-type: none"> Key Performance Indicator(s): Utilization statistics and surveys verify information technology resources and services are mobile, and accessible to all MC students, faculty, staff and community members regardless of ability. Support organizational agility 					
STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Deploy laptops and docking stations to all full-time faculty and staff	Funding sources	OIT	X	X	X	X	X	Deploy to all administrators by December2020
To support educational equity, research and implement a robust personalized student experience utilizing a chat/Chatbot solution that supports retention and other diverse student and MC constituent support needs	Live Chat and Chatbots utilizing AI	OIT Communications	X	X	X	X	X	Pilot using Comm100 IT Service desk (student support metrics) Faculty Advisors

(Goal 1 Continued)								
STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Continue to support cloud-first and digital-first strategy with applications that support remote teaching, advising, learning, and working	Vendor readiness; Resources availability	WDCE Finance OIT	X	X	X	X	X	Review standalone Lumens by Augusoft for a phase 1 WDCE registration system
Implement collegewide Data Governance/ Reporting Strategy	Make data easily accessible to all who need it	OIRE MC Data Stewards OIT	X	X	X			Integrate data into ongoing decision making Move beyond basic reporting to predictive analytics
Implement an integrated and modernized data warehouse architecture to support collegewide analytics, research efforts, and data management process		OIT OIRE						
Implement enhanced information security solutions, e.g. encryption, true single sign-on (MyMC, 0365, etc.)		OIT	X	X	X	X	X	Continually safeguard personally identifiable information (PII) Continue to deploy encryption solutions

Information Technology Implementation Grid

Information Technology Implementation Grid								
Goal 2 <ul style="list-style-type: none"> Instructional Technology: Students and faculty have equitable access to a learning environment that provides technology-enhanced programs and supports multiple learning delivery methods. 			<ul style="list-style-type: none"> Key Performance Indicator(s): Increase faculty use of technology that supports student learning. 					
STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Bridge the digital divide with a strategy for student access to technology that supports remote learning	Cost of instruction; Required Student computer policy	OIT	X	X	X	X	X	Implement laptop program Fall 2021
Modernize technology-related collegewide policies that reflect current trends in education and work	AUP Data Security	ELITE OIT	X	X				Update Acceptable Use Policy to include requirements for recording
To improve access ensure accommodations for students with disabilities are provided	Unified Universal Design	Compliance DSS OIT	X	X	X	X	X	Course materials are accessible online
Ensure assistive technology software is current, consistent, and	Unified Universal Design Accessibility Tester	Compliance DSS OIT	X	X	X	X	X	

tested with new software packages								
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Information Technology Implementation Grid

<p>Goal 3</p> <ul style="list-style-type: none"> Professional Development & Training: Professional development, knowledge sharing, and collaboration will be supported utilizing diverse learning styles 	<ul style="list-style-type: none"> Key Performance Indicator(s): Focus on Digital First Strategy with tools and systems such as Zoom, One Drive, Adobe Creative Cloud, Free Scanning options, digital workflows, MS Teams, etc. Help employees stay current with technology
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STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Develop just in time online resources for remote and in-person teaching, learning, and working	People resources	ELITE OIT	X	X	X	X	X	Increase LinkedIn Learning use; Training of compatible digital forms and signatures; MS Teams – Spring 2021
Provide tools that support structured remote teaching pedagogy		ELITE OIT	X	X				More of our teaching and work can be virtual and routine
Develop and provide ongoing Workday training for managers and employees		OIT OBS HRSTM	X	X	X	X	X	Remote work becomes easier and more productive with right technologies

Information Technology Implementation Grid

Goal 4

- Planning & Funding: The College will have a planned approach to the implementation and support of information technologies and will have a strategy for systematically funding ongoing technology initiatives that include operating, capital, grants, and philanthropy solutions.

- Key Performance Indicator(s): Appropriate funding that supports computer lifecycle planning, infrastructure upgrades, and new innovative technology.

STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Finalize lifecycle plan for collegewide distribution		OIT	X					
Finalize a plan for student computer requirements for all credit programs	Cost of instruction guidelines; P&P review related to MC technology fees	OIT	X	X				Operationalize Fall 2021 to lessen the digital divide
Continue to update IT infrastructure lifecycle plan		OIT	X	X	X	X	X	Implement next generation firewall solution
Research options that suppress lack of internet access among economically disadvantaged		OIT ?						Lessen the digital divide

Information Technology Implementation Grid

Information Technology Implementation Grid								
Goal 5 <ul style="list-style-type: none"> IT Support & Communications: Provide diverse staffing and support for users of MC technology. Employ various strategies that inform College constituencies of technology resources and encourage their use. 			<ul style="list-style-type: none"> Key Performance Indicator(s): Usability, user satisfaction, uptime statistics, and Service Desk statistics. Monitor usage of various strategies. 					
STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Absorb pandemic or other COOP-related responsibilities and duties into OIT organizational structure	College COOP including pandemic scenarios	AFS- OIT HRSTM Facilities	X	X	X	X	X	Enhance help desk support, technician support, hardware distribution, and training
Continuous relevant professional development		ELITE OIT	X	X	X	X	X	Develop and expand collegewide website that hosts professional development resources
Modernize technology-related collegewide policies to reflect trends in education and work	AUP Data Security Telework Remote work	ELITE OIT HRSTM	X					Update Acceptable Use Policy to include requirements for recording while instructing
Support retention by investigating and implementing Chatbot	Chatbot	Office of Communications OIT	X	X				Enhance self-service capabilities utilizing AI

solution and/or other artificial Intelligence (AI) technologies								
<i>(Goal 5 Continued)</i>								
STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Investigate and Implement Blockchain technology in support of portable credentials		OIT HRSTM Student Affairs				X	X	

Information Technology Implementation Grid

Goal 6 <ul style="list-style-type: none"> ▪ The College will be supported by a reliable, secure, industry-standard network and telephony infrastructure. Critical systems that are appropriate to the College’s mission will include enrollment management, customer relations management, student success, human resources and finance solutions. 									<ul style="list-style-type: none"> ▪ Key Performance Indicator(s): User satisfaction, status reports, and maintenance and repair records.
STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES	
Implement Degree Works and Banner 9 Student (Self-Service) Information System	Timeline and employee work load to support implementation	Academic Affairs Student Affairs OIT	X	X	X	X		Automate and simplify administrative processes	
Implement Workday Human Resources and Financial Management Services System	Employee work load and remote working environment	AFS Advancement	X	X				Deploy self-service capabilities to simplify administrative processes	
Improve customer service with WDCE registration solution		WDCE Finance OIT	X	X				Lumens by Augusoft Phase 1 registration	
Improve retention and completion with a Student Success solution		Academic Affairs Student Affairs OIT		X	X	X			
Banner 9 Advise (with Scheduler) for students		Academic Affairs Student Affairs OIT							
<i>(Goal 6 Continued)</i>									

STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Develop enrollment strategies with a Customer Relationship Management (CRM) solution		Student Affairs Advancement & Community Engagement OIT						
Enhance Advancement division's ability to cultivate, engage, and manage donor relationships		Advancement OIT						Modernize Ellucian's Advancement system by migrating to Ellucian's CRM Advance
Feasibility study on acquiring a streaming media server or service					X			
Public Safety – insure all Gateway and digital signs are able to post emergency notifications		Communications Facilities OIT	X	X				
Investigate and implement GPS for buildings (wayfinding technology)		Communications Facilities OIT		X	X	X		

(Goal 6 Continued)

STRATEGIES	DEPENDENCIES	RESPONSIBLE PARTY (Strategy Owner)	FY21	FY22	FY23	FY24	FY25	PROGRESS/ MEASURES
Continue to upgrade IT infrastructure, including wireless collegewide (buildings & open spaces), POP	Capital funding	OIT Facilities	X	X	X	X	X	Implement Internet Point of Presence (POP) in Germantown
Implement video caption solution		ELITE OIT						

Summary

To support Montgomery College's decision-making, this IT Master Plan is guided by Educause's research on digital transformation in higher education. Every year, Educause presents a TOP IT issues list. Over the past few years, there has been little variance in the list and it is comprehensive enough for Montgomery College to use it as a reference for the life of this plan.

The strategies within this plan are in alignment with the Educause 2020 TOP IT Issues drive to digital list.

- Information Security Strategy
- Privacy
- Sustainable Funding
- Digital Integrations
- Student Centric Higher Education
- Student Retention and Completion
- Improved Enrollment
- Higher Education Affordability
- Administrative Simplification
- The Integrative CIO

Montgomery College is committed to ensuring that our diverse students and employees have access to relevant and current technologies and the training necessary to be effective learners, teachers, and workers. Advocacy will be required on all fronts to support this reality.

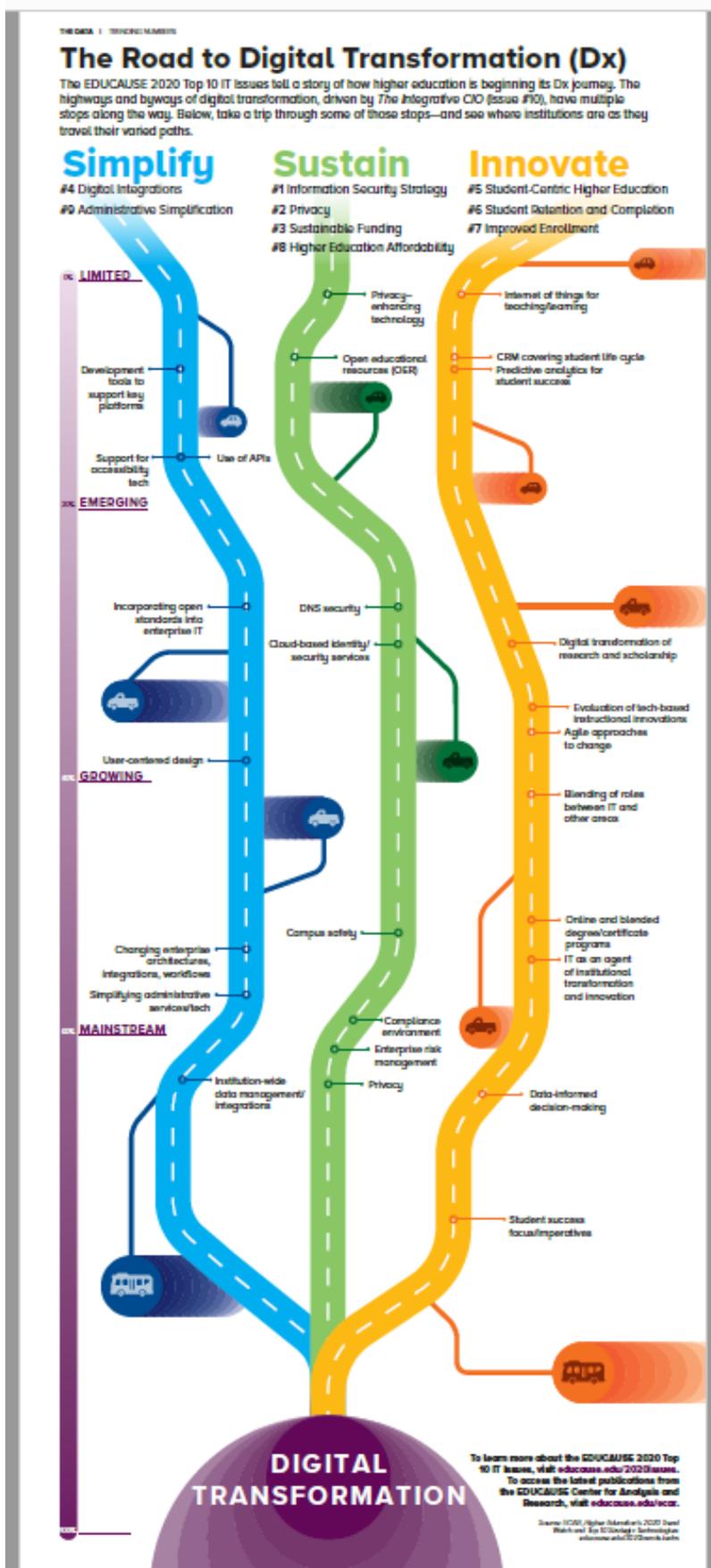
The following infographic "Road to Digital Transformation", from Educause's Center for Analysis and Research (ECAR), shows Montgomery College is positioned to enhance and increase information technology's strategic value. As students and employees become more comfortable with technology, they will develop the muscle-memory necessary to be technology savvy, whether on campus or in a remote location.

Road to Digital Transformation

Information Technology Alignment and Planning Group was instrumental in drafting MC's IT Master plan. For more than 10 months this group worked diligently to create a plan that was representative of technology requirements needed to take MC into the future. To ensure projects are reflective of MC's roadmap and goals for Equity and Inclusion; the group's makeup is designed to represent a diversity of ideas. This plan involved many voices representing different genders, races, levels of experience and career backgrounds.

The Information Technology Alignment and Planning Group (ITAP) is a standing advisory committee that reports to the President. The purpose of the group is to provide guidance on collegewide information technology initiatives, priorities, and investments.

ITAP membership consists of representatives from Academic Affairs (including Libraries and WDCE), Student Affairs, Administrative and Fiscal Services, Advancement and Community Engagement, and the Office of the President (including Compliance). ITAP members include



faculty, deans, chairs, administrators, and staff, who are recommended by unit leadership. ITAP meetings follow a structured process that provides equal access for academic and administrative input.

The ITAP is co-chaired by the College’s chief information officer (CIO), who has functional responsibility for leading the Office of Information Technology, and a representative of the academic area of the College. Members serve two-year appointments, with no more than 50 percent of the group turning over in a one-year period. This ensures continuity of work while encouraging broad participation.

FY2019-2020 Information Technology Alignment & Planning (ITAP) Group

MEMBERS

Members	Title	Division
Dr Jamin Bartolomeo	Collegewide Dean of Student Access and Germantown Student Affairs	Student Affairs
Ernest Cartledge	Director of Enrollment Services and College Registrar	Student Affairs
Bo Chan	Senior Planning & Policy Analyst	President's Office
Professor John Coliton	Professor, Business, Economics, Accounting, Computer Applications, Hospitality Management, and Paralegal Studies	Academic Affairs
Vicki Duggan, Vicki	Chief Compliance Officer	President's Office
Erica Hepworth, Erica	Chair, Student Services	Student Affairs
Professor Shinta Hernandez,	Chair, Sociology, Anthropology, and Criminal Justice	Academic Affairs
Dr. Muhammad Kehnemouyi (Co-Chair)	Collegewide Dean, Science, Engineering, and Technology	Academic Affairs
Dr. Kim McNair, Dr. Kim	Director of College Access and Enrollment	Student Affairs

Miller, Jane-Ellen	Interim Chief Information Officer	Administrative & Fiscal Services
Mills, Dr. Michael	VP E-Learning, Innovation, and Teaching Excellence (ELITE)	Academic Affairs
Mills, Marvin	VP of Facilities and Security	Administrative & Fiscal Services
Monshi, Professor Khandan	Associate Professor, Computer Science	Academic Affairs
Nguyen, Huong	Student Support Services Advisor	Student Affairs
Payne, George	VPP of Workforce Development & Continuing Education	Academic Affairs
Schena, Donna	Sr VP for Administrative and Fiscal Services	Administrative & Fiscal Services
Schmidt, Emily	Marketing and Digital Media Director	Advancement & Community Engagement
Taylor, Judy	Director of Student Financial Aid	Student Affairs
Walker, Krista Leitch	VP of Human Resources and Strategic Talent Management	Administrative & Fiscal Services
Waters, Keven	Advancement Services Director	Advancement & Community Engagement
Wilcox, Joyce	Financial Systems Manager	Administrative & Fiscal Services

OIT Resources

Members/Name	Title	Division
Christopher Cusic	Instructional Technology Director	Administrative & Fiscal Services
Mary Ellen Glowacki	IT Information Services Operations Manager	Administrative & Fiscal Services
Michele Sommer	Executive Associate	Administrative & Fiscal Services

Resources that Guided the IT Digital Transformation Conversations

1. **ECAR (Educause Center for Analysis and Research) Study of Community College Faculty and Information Technology, 2020**— by Joseph D. Galanek and Dana C. Gierdowski
2. **Educause Top 10 Issues 2020 – The Drive to Digital Transformation Begins** — By Susan Grajek and the 2019–2020 EDUCAUSE IT Issues Panel
3. **ECAR Study of the Technology Needs of Students with Disabilities, 2020**— by Joseph D. Galanek and Dana C. Gierdowski
4. **Educause - How Colleges and Universities are Driving Digital Transformation Today** — Susan Grajek and the 2019–2020 EDUCAUSE IT Issues Panel
5. **Educause 2020 Horizon Report** — Malcolm Brown, Mark McCormack, Jamie Reeves, D. Christopher Brooks, and Susan Grajek, with Bryan Alexander, Maha Bali, Stephanie Bulger, Shawna Dark, Nicole Engelbert, Kevin Gannon, Adrienne Gauthier, David Gibson, Rob Gibson, Brigitte Lundin, George Veletsianos, and Nicole Weber
6. **Educause Review Special Report, 2020** — Susan Grajek and the 2019–2020 EDUCAUSE IT Issues Panel, John O'Brien, Brian Kelly and Valerie Vogel, with Michael Corn, Micki Jernigan, Patricia Patria, and Kent Wada, Betsy Tippens Reinitz, with Jay Eckles, Brad Hough, and Sean Moriarty, Kathe Pelletier, with Tina Balsler, Jeff Grann, Maggie Jesse, Kal Srinivas, and Karen Vignare, Malcolm Brown, with Rob Gibson, Linda Jorn, and Phil Ventimiglia, Karen Wetzel and Joan Lippincott, with Karim Boughida, Salwa Ismail, Sarah Pritchard, and Keith Webster, Jarret Cummings, with the EDUCAUSE Policy Advisory Committee (EPAC)
7. **Educause 2019 Trend Watch & Top 10 Strategic Technologies** — D. Christopher Brooks and Mark McCormack
8. **Study of Community College Students and Information Technology, 2019** — Dana C. Gierdowski
9. **Campus Computing 2019 Report** — by Kenneth C. Green
10. **Educause 2019 Horizon Report** — Bryan Alexander, Kevin Ashford-Rowe, Noreen Barajas-Murphy, Gregory Dobbin, Jessica Knott, Mark McCormack, Jeffery Pomerantz, Ryan Seilhamer, and Nicole Weber
11. <https://www.diversifytech.co/>
12. <https://www.educause.edu/community/diversity-in-it-community-group>
13. <https://www.educause.edu/community/women-in-it-community-group>
14. **MC 2025 Strategic Plan**
15. **RESILIENT MC: A Roadmap for College Operations Post-Covid-19**