**Technology Council Institutional Effectiveness Report**

Submitted by: Barbara Barlow Powers and Bill Schuetz

Date: December 10, 2018

**Section 1: Progress Report**

In 2015-2016, the Technology Council worked to tie all projects to the Strategic Directions and Core Themes of the college, and in 2016-2017, we began the work of narrowing our focus to more closely tie our work to our charter and monitor progress on projects identified via a college-wide survey administered in 2014-2015. Our work plan in 2017-2018 defined the work we planned to accomplish and broke out the tasks into subcommittee duties that included:

* Review of the previous year tactical technology plan
	+ reviewed and discussed tasks completed
	+ identified tasks needing completion,
	+ identified tasks no longer needing completion
	+ discussed lessons learned
	+ did needs match plan outcomes?
	+ did actions result in service or operations improvement?
* Review, updates and/or additions to COPPS policies
	+ Reviewed and updated the following policies and received approval from College Council
		- Employee Communications Policy
		- Student Communications Policy
		- Bring Your Own Device (BYOD) Wireless Access – clarified types of devices
		- Removal of second student communications policy entitled Student Communications
	+ Other policies reviewed without changes included:
		- Printer and Copier Management
		- Virtual Private Network
		- Banner User Policy
	+ Digital Signage Guidelines were developed and publicized
	+ Accessible Purchasing policy was recommended and discussed
* Charter Review and change recommendations
	+ We realized there was not an annual plan in the charter
	+ We looked at the strategic plan and updated it based on the Strategic Priorities
	+ We plan to adjust the strategic plan and write a 5 year strategic plan with annual updates
* Presentation of work plan to College Council, participation in All Council and Chair/Vice Chair meetings and Review of IEC report
	+ This work was completed successfully
* Creation of new annual technology plan and creation of new survey to develop next year’s annual technology plan
	+ Survey is completed and opened for submissions during 2018-2019 fiscal year
* Linked annual plan projects with Core Themes
	+ This work was completed
* Presentation of annual plan and COPPS policy changes with constituencies on the decision matrix and received approval to move the work forward
	+ This work was completed successfully
* Assisted the Learning Council in development of the instructional technology aspects of the learning plan
	+ This work was completed successfully

Overall Summary of Technology Council work this past year:

* We accomplished the goals which we set out to accomplish this past year and postponed survey deployment to fall 2018. Membership changes, absences, and workload issues caused a level of disruption and slowed our progress in some areas.
* Overall we feel that the work this past year was successful and we plan to continue to work toward full membership and higher levels of attendance (especially from students), with a more focused approach to subcommittee work this next year.

**Section 2: Looking Ahead**

Our key area of focus this year will be developing a new 5 year strategic Technology Plan (2020-2025) that aligns with the core theme objectives and strategic directions of the college. The plan will be developed and reviewed by a wide assortment of people from different areas of the college and from all stakeholder groups (e.g. students, faculty, classified staff, managers, community representatives) to ensure it addresses the breadth and depth of the college. We will discontinue creating a yearly tactical plan. Instead we will review the strategic technology plan annually and update it with changes to projects and focus areas based on institutional priorities for the year. This change resulted from the evaluation of our charter and the desire to more closely follow it.

A second area of focus will be conducting and evaluating the results of the annual Technology Survey. The feedback from the survey will help guide the development of policies, provide feedback to the Information technology department, and help shape projects aimed at improving services to all constituencies. We will use the results of the survey to develop a new survey for next year.

We opened the IT Project Management Office (PMO) in January 2018, and formalized a set of quantified, prioritization criteria for projects based on alignment with the college’s strategic direction in March 2018. As a result of this work, the Technology Council work plan item that links IT projects with core themes, strategic directions, and yearly priorities will be much easier to complete. The web-posted IT projects list will provide an easily accessible view of the status and prioritization of IT projects currently in process at the college.

We will continue to review (i.e. add, change, delete) COPPS policies to align with core themes and adapt to changes in technology, regulations, feedback from the college, and input from IT employees.

**Section 3: Ideas for Institutional Effectiveness Systems and Structures**

We have four areas of recommendation for the Institutional Effectiveness Committee:

1. Easily implementable Feedback to IEC
2. Actionable ideas IT could implement that could improve Institutional Effectiveness with reference to student retention.
3. Not so easily implementable but highly important organization-wide change recommendations to IEC that may improve student retention.
4. Repeat of last years recommendations that have not yet been implemented (a.k.a. even harder to implement ideas with high payback)
5. **Easily implementable feedback to IEC:**
* *We suggest a basic template change for reporting that would provide instruction on one page and a general outline format on the pages we turn in to ensure reports submitted include only the information specific to the council submitting the report and is not intermingled with instructions.*
* *We suggest a college planning calendar be developed and published that shows ALL planning and strategy/institutional effectiveness timelines for all areas in one place.*
1. **Actionable ideas IT could implement**
	1. Upload student ID photos into banner for use by instructors in attendance tracking
	2. Write an Argos report showing student attendance that is emailed to each instructor weekly
	3. Write a midterm grade report that shows students with a C- or less that is sent to instructors and advisors at the end of week 3.
	4. Write and email a report that shows each instructor which students in their class have not yet registered for next term. Send this weekly after next term registration opens.
	5. Write a report that shows each instructor the % of their class that has not registered for next term. Send this weekly after next term registration opens.
2. **Not so easily implementable but highly important organization-wide change recommendations to IEC that may improve student retention.**
	1. All instructors are required to take attendance
	2. All instructors are required to provide an early grade (i.e. by end of week 3) using the midterm grade field in banner for each student in each class they teach
	3. Advisors are required to contact each student that is getting a C- or lower in any class during weeks 4-6 to help troubleshoot performance issues.
	4. Plan curriculum (CRN level) out 2 years so students can make an academic plan they can count on
3. **Repeat of last years recommendations that have not yet been implemented (a.k.a. even harder to implement ideas with high payback)**

How do we make the institution effective? We suggest setting clear goals focused on three areas:

1) Effective process for Getting students,

2) Effective process for Keeping students, and

3) Effective process for student Goal Attainment.

**Area 1**: Start with the admissions/registration process and set two clear goals.

1. Every prospective student can complete an application in 5 minutes using whatever medium they are comfortable with (i.e. phone, tablet, computer, paper, or phone call).
2. Register every student in the right classes. This goal would take more time to achieve, but it is the right goal for an effective admissions/registration process. We would need to decide how fast this should happen and how it can be done.

We could call this the “Easy Lane Entry” project.

**Area 2:** Next, focus on retaining students by setting one clear goal.

* Retain 90% of students from term to term. Certain policy and procedure changes could be implemented to help achieve this goal, such as:
	+ All students must have a letter progress grade in each of their classes by Friday of the second week of the term.
	+ All students with a C- or below in any class will get a text message on how they can get academic help during week 3.
	+ All students will be given biweekly feedback on their performance during the term, so they have time to improve their performance during the term.
	+ All students will get a text message at week 8 asking if they are coming back next term (Yes, No, Maybe), so we can contact those that respond with a maybe to see if they are in need of help.
		- All students who answer No or Maybe will be contacted by their program department.
	+ The Program(s) with best retention will be awarded with a Retention Award and a free lunch for all their students and/or faculty and staff.

We could call this the “Stay In The LANE” project.

**Area 3**: Finally, focus on student goal attainment by setting one clear goal.

* 50% cohort completion in 4 years, 70% cohort completion in 6 years. To accomplish this goal, it is important to define terms clearly.
	1. Cohort= group of students starting in a particular term.
	2. Cohort completion refers to credit students taking an average of 8 or more credits per term over a 4-year period.
	3. Completion means completing the requirements for a degree or certificate.
* Consider the following practice changes:
	1. Make completion effective by messaging all students that are unsure of their program to attend career exploration workshops held twice each term.
	2. Send “remaining classes to complete” report to all students by week 5 of each term so they know what classes to register for next term to stay on track.
	3. Advisors run audit reports on student progress on week 9 of each term to find and contact those veering from plan.
	4. Students identified on audit reports nearing completion will be sent a text message with a link to the “Steps to Graduate page”

We could call this the “GoalLANE” project.

The suggested focus areas above are just to get the ball rolling. Numbers mentioned for credits, or how fast an application gets completed may need adjusting. Other policy, process, technology, contract, etc. changes are needed to make our institution effective. But the idea is to focus on clear goals that will have significant impact on the effectiveness of the institution. If the suggested focus areas are implemented, our institution will realize significant increases in effectiveness year after year.

One final suggestion is to ask each council to suggest at least one clear practice/policy/procedure change to help accomplish the goal in each focus area above. Each college unit could then focus their work to achieve the goal of making the institution effective.