

Grand Rapids Community College Executive Summary Report Technology Planning Initiative 2003-2004

College Overview

In 1999 Dr. Juan Olivarez became President of Grand Rapids Community College. Two significant shifts happened at this time that have an impact on this report:

- GRCC Adopted the Principles of Becoming A Learning-Centered Community College
- GRCC Purchased and Implemented a Campus Wide Information System and Learning Management System (PeopleSoft and Blackboard).

Technology Planning Initiative

In November 2003, President Juan Olivarez announced a Technology Planning Initiative to integrate and align the following components into a Five (5) Year Technology Strategic Plan:

- Instructional Technology Requirements
- Work Environments Technology Requirements
- Distance Learning Offerings
- Professional Development re: Technology
- Organizational Structure of Technology Professionals
- Promotion of Excellent Customer Service re: technology
- Whole Systems Approach

Project Overview

We engaged in a five (5) step process throughout the eleven-month initiative:

- Research Phase
- Technology Vision Writing
- Technology Planning Part I – Answering the question: What is the work?
- Technology Planning Part II – Answering the question: What are the year one priorities?
- Technology Planning Part III – Short Term Recommendations for Change

These five stages took us through a step by step learning process of discovery and naming. Through the research phase we learned about the world technologies (environmental scanning), what other colleges and corporations are doing with technology (benchmarking) and what the stakeholders (students, employees and the community) wanted to learn and experience around GRCC technology. We also were able to name the current process and policy issues as well as look at possible future needs/desires for technology.

GRCC 's Campus Technology Leadership Team (CTLT) played a central role in this learning process.

GRCC Technology - Current State

There are two reports outlining the current state of GRCC Technology: The Short Term Recommendations Report and the Campus Technology Leadership Team Recommendations Report. What these reports explore are the stakeholders immediate needs around technology at GRCC. It is important to keep in mind when reading these reports we are talking about the broad spectrum of technology.

GRCC Technology - Future State

To write the 2010 Technology Vision for GRCC and discuss the future state for learners we used four primary data sets: Environmental Scanning data, the GRCC Internal Study, GRCC Student Feedback, and Benchmarking Data. The GRCC Technology Vision is directly attached to this data and how we see technology impacting learning in the next five years. What is critical at this time for GRCC is to create a foundation to hold the technologies we currently own and build a bridge to make decisions for implementing the technologies of the future.

Technology Ownership Overview for GRCC

Phase I – 90 Years

Researching, deciding and implementing the technologies that are “Right for the Times” for the stakeholders learning at GRCC.

Phase II – 2004

Realigning the infrastructure at GRCC to support current technology ownership:

1. Customer Service/Support
2. Training
3. Policies and Procedures
4. Organizational Structure
5. Budget

Phase III – 2004-2010

Create a flexible environment where stakeholders and the leaders at GRCC:

1. Become Readily Informed about Emerging Technologies that Impact Student Learning
2. Make Decisions about Ownership of these Technologies
3. Implement Emerging Technologies that Impact Student Learning

Facilitator’s Review

The two most important factors of the eleven months of this project were the whole systems engagement and the emergence of a cultural understanding that we are all here (job titles excluded) to support and embrace student learning. There is a collective understanding of how important collaboration and shared priorities are and the outcomes it can bring to our work.

The employees at GRCC took significant risks to step forward and identify the need for change. We also deeply engaged with the data as a whole system. The learning and dialogue around this gave us the framework for some very difficult conversations.

We are at a critical point at GRCC. Technology is emerging quickly. These technologies will continue to affect how we learn, how we communicate, and how we prepare students for living in the world today. Stabilizing our foundation; identifying standards, processes, policies, appropriate learning, communication tools and budgets is essential to preparing us for the flexibility needed to acquire these tools in the future.

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