

**Chancellor's Expectations
2010-2012 Biennium**

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Standard

Technology Goal I:
Virginia's Community Colleges will take steps to ensure that the administration of technology can be effective, efficient, and able to support the goals of *Achieve 2015*.

Operational Strategies

Information Technology Services (ITS), in cooperation with the Colleges, will develop and maintain technology models, standards, and guidelines that clearly delineate the VCCS technology direction and related expectations for the Colleges, including:

- O-1. Creation of an updated schedule to ensure all policies, standards and guidelines are reviewed at a minimum of every three years.
- O-2. Inclusion of academic and technical personnel in the creation/revision of policies, standards and guidelines.
- O-3. Attempt to reduce the burden at the college level for complying with policies/procedures.

Growth Strategies

- G-1. Develop a dynamic strategic planning process to achieve a culture of innovation through the use of technology in order to promote student success and more effective and efficient use of resources.
- G-2. Evolve the Technology Council into a more innovative and strategically focused group. The Council will continue to deal with operational issues, but the focus should be transitioned to planning and thinking ahead.
- G-3. Develop "Technology Snapshots" to capture current technology data and demonstrate the future potential value of that technology for each college, and provide insight into the value that technology brings to their campus.

Research operational frameworks that could be implemented to enhance operations and provide additional value to the colleges, including:

- G-4. Centrally coordinated user documentation for systems such as Blackboard, email, MyVCCS, etc.
- G-5. Consolidated technology services.
- G-6. System wide initiatives such as centralized academic virtual labs, virtual servers, web conferencing, or web servers.
- G-7. ITIL or COBIT or a similar structure to enhance data center/systems management operations.
- G-8. Centralized contracts for training and professional development services

Technology Goal II:

Virginia’s Community Colleges faculty and students will have access to electronic teaching, learning and student services resources and opportunities.

Operational Strategies

To support a variety of instructional approaches, Colleges, with support from the VCCS System Office (ITS, AS&R, and Workforce Development Services), will provide access, training, and support to students, faculty and staff using synchronous and asynchronous teaching tools and services.

- O-4. Colleges will maintain 75% of classroom space as an Electronic Classroom.
- O-5. Colleges will provide access to a professional development program using workshops, seminars, web tutorials, and/or college training/certification process that maximizes faculty and staff competency in applicable instructional, administrative and general tools and techniques.
- O-6. Colleges will provide administrative and instructional support for the teaching and learning needs of faculty and students, especially in fully online or hybrid courses.
- O-7. Colleges will provide an online orientation that informs students about e-learning expectations and the skills that promote successful outcomes in distance learning. Such orientation must include information concerning where students can access technology support and academic support if they experience challenges with on-line learning.
- O-8. AS&R, in conjunction with ITS and the Colleges, will develop models, standards, and technology for electronic student services, such as virtual advising, in accordance with the Academic and Student Affairs Council (ASAC) guidelines.

Growth Strategies

- G-9. Create instructional technology and information technology “innovation” teams that will collaborate together to both explore emerging technologies and their role within the campus environments as well as create technological innovations that drive improved delivery of instruction and instructional outreach.
- G-10. Redesign the delivery of selected services to students such that those functions are most effective in promoting student success and delivered in the most cost efficient manner. Possible services include automation solutions for course planning and academic advising, early alert and student intervention tracking, appointment scheduling, transfer planning, graduation application and access to high school transcripts, as well as leveraging private sector services to process transcripts and to provide supplemental, electronic tutorial support.

Technology Goal III:

Virginia’s Community Colleges will provide a comprehensive suite of enterprise applications that are reliable, scalable, usable, functional, and support the administration, teaching, and learning needs of students and colleges.

Operational Strategies

ITS, in collaboration with the Colleges, will sustain the enterprise information systems and ensure that they are maintained with the latest software releases.

- O-9. ITS will operate the enterprise systems (such as SIS and AIS), keep patches up to date, and add increased functionality as approved by the VCCS Governance structure.
- O-10. ITS, in coordination with the colleges, will improve and maintain online documentation on enterprise systems including business practices, setup, and coding.
- O-11. Colleges will participate in the development and testing of common business processes, student data management, and reporting tools.
- O-12. Colleges will participate in the Enterprise System Workgroups and Advisory Groups, and in the testing of service packs and new enterprise system functionality.
- O-13. Colleges will develop, implement, and maintain business processes to improve the functionality of the online application, Student Information System, Administrative Information System, and other enterprise systems.
- O-14. Colleges will provide training and support opportunities for faculty and staff so that they can utilize Enterprise system tools, develop appropriate business practices to improve services to students, increase college efficiency, and meet management requirements.

Growth Strategies

- G-11. Evaluate, acquire and implement an automated enterprise system for registration, enrollment and tracking of open enrollment, community service and employer contract training courses in order to provide accurate and auditable data, reduce staffing costs, become more efficient, and provide improved customer service.
- G-12. Identify and research potential enterprise applications that could be implemented or that integrate the current business processes and practices together with the PeopleSoft applications.
- G-13. Develop requirements for and implement a robust, fully functioning decision support system, including a robust data warehouse, tools to support business intelligence and “productivity oriented” decision making; the system must consolidate all data points and always be current so as to create a “single source of truth” for reporting on various facets of operations

Review and revise the project induction and project management implementation throughout the VCCS to ensure use of the VCCS project management standard and guidelines.

- G-14. Implement the project management standards and guidelines, and provide an update by March 1 of each year on the current status.
- G-15. Develop and implement a system to track projects within the VCCS system.

Technology Goal IV:

Virginia’s Community Colleges will maintain a robust, world class information technology infrastructure utilizing the highest industry standards.

Operational Strategies

ITS, in cooperation with the Colleges, will develop and maintain technology models, standards, and guidelines that clearly delineate the VCCS technology direction and related expectations for the Colleges.

- O-15. Colleges and ITS will maintain a robust voice, video and data network to meet the instructional and administrative needs of faculty, staff and students; in accordance with the approved technology models, standards and guidelines
- O-16. ITS will provide video conference bridging for connections among VCCS colleges and the System Office in accordance with existing guidelines and standards.
- O-17. Colleges will deploy a wireless network at each campus location
- O-18. Colleges will provide read/write access for ITS to the Edge router at each campus.

- O-19. College campuses must connect to VCCS PIP network at the minimum rate available on the network. Colleges are encouraged to connect all locations directly to the VCCS PIP network, or back to the main campus.
- O-20. ITS and the Colleges will endeavor to ensure a greater level of standardization with applications and infrastructure between all colleges and the System Office. ITS will develop standards and guidelines as applicable to support these efforts.

To satisfy the administrative and instructional needs of faculty, staff, and students, Colleges will maintain a computer infrastructure in accordance with the approved technology standards and guidelines.

- O-21. Colleges will provide and maintain personal computers and appropriate software for each full-time faculty member, full-time staff member, and administrative wage employee. Configurations will be appropriate for their use level.
<http://system.vccs.edu/its/InformationSecurityProgram/PersonnelSecurityStandard.htm>
- O-22. Colleges will provide and maintain personal computers and appropriate software for adjunct faculty in a ratio of 1 personal computer for every 20 full-time equivalent (FTE) adjunct faculty. Configurations will be appropriate for their use level.
- O-23. Colleges will provide personal computers and appropriate software for student use in classrooms, labs, or other student accessible locations (including libraries and student information kiosks) equal to a minimum of 10% of the annual full-time equivalent students (FTES).
- O-24. Colleges will ensure that software is not more than one generation behind the current version. Colleges will document exceptions for bona fide instructional purposes, such as personal computer repair programs.
- O-25. Colleges will maintain at least one Commonwealth Classroom per campus and one Commonwealth Conference Room per college following the VCCS models, standards, and guidelines. (See definition in Appendix A.)
http://www.vccs.edu/Portals/0/ContentAreas/ITS/Appendix_A.pdf
- O-26. Assess use of new technologies, including things such as virtual servers, digital imaging, electronic file sharing, and electronic signatures to reduce energy consumption, paper use and disposal costs.

Growth Strategies

- G-16. Create a broad-based task force to develop a long-range plan that supports a culture of innovation through the strategic use of technology. The overarching charge of the Innovation and Technology Task Force will be to develop a long-term technology-based plan to foster innovation and high performance across the VCCS.
- G-17. Continue development on an identity management system to integrate into MyVCCS, and possibly create an Intranet system between all VCCS entities.
- G-18. Research and test programs for shared technology services across the system, to potentially include support from other colleges, the system office, outside vendors, or a combination thereof to implement.
- G-19. Research networking technologies and designs that exceed the capacity and performance of the current VCCS MPLS network. The new design must be flexible, allow for usage of new emerging and mobile technologies employ greater bandwidth and the ability to grow easily, contain built in redundancy, and maintain the current rates.

Technology Goal V:

Virginia’s Community Colleges will maintain emergency preparedness, disaster recovery, and continuity of operations plans for technology services.

Operational Strategies

- O-27. ITS will develop and maintain a Disaster Recovery Plan to ensure continued operations of enterprise services and applications.

- O-28. Colleges will complete and maintain all planning documents outlined in the VCCS Contingency Planning and Business Recovery Program and the VITA Continuity of Operations Plan (COOP).
<http://system.vccs.edu/its/InformationSecurityProgram/ContingencyPlanningandBusinessRecoveryProgramModel.htm>
http://www.vita.virginia.gov/uploadedFiles/Library/ContingencyPlanningGuideline04_18_2007.pdf
<http://www.vaemergency.com/library/coop/resources/index.cfm>
- O-29. Colleges will update emergency preparedness and continuity of operations plans for technology services.
- O-30. Colleges will develop, maintain and regularly test emergency communications plan/systems for communicating with faculty, staff, and students.

Growth Strategies

- G-20. Research potential consolidated services that could be offered to the colleges to assist with Disaster Recovery operations (such as backup, web hosting, etc.).

Technology Goal VI:

Virginia's Community Colleges will maintain a secure information technology infrastructure in accordance with the approved COV and VCCS technology models, standards, and guidelines.

Operational Strategies

- O-31. ITS will define, implement and maintain an information technology security organization and plan necessary to comply with all federal, state, and local security regulations. This must include a description of the information technology security roles and responsibilities at the enterprise level as well as on the college campuses.
- O-32. Colleges will establish security plans and procedures in accordance with the approved VCCS technology models, standards, and guidelines.
- O-33. Wireless networks will be secured in accordance with the approved COV ITRM Standard SEC501-01 technology standards, and guidelines.
http://system.vccs.edu/its/InformationSecurityProgram/docs/WirelessSecurityStandard_R5_30OCT09.pdf
- O-34. Colleges and ITS will complete VCCS Statement of Compliance attesting that the information security program is compliant with the current VCCS Security standards.

Growth Strategies

- G-21. Implement a security program that conforms to the ISO27000, and will ensure compliance with all mandated legislation (PCI, HIPPA, etc.) and will maintain the security and privacy of faculty, staff, and student data.

Technology Goal VII

Virginia's Community Colleges will provide adequate support for all constituencies, and professional development opportunities for technology staff.

Operational Strategies

Colleges and ITS will maintain Help Desk services for faculty, staff, and students. (Tier 1 defined as college provided help; Tier 2 and Tier 3 defined as VCCS Information Technology Services staff assistance or ITS provided vendor assistance to resolve an outstanding issue.)

- O-35. Colleges will ensure that all students, faculty, and staff have access to Tier 1 Help Desk services to support at least the network, email, SIS, AIS, Blackboard, and Directory Services.
- O-36. Colleges and ITS will develop and publish Service Level Agreements (SLA's) for the delivery of technology services.

- O-37. Colleges and ITS will develop and maintain a readily accessible and comprehensive communication infrastructure to provide reliable communication with faculty, staff, students, alumni, and interested constituents.

Colleges will maintain a comprehensive website that provides current and prospective students and the public with information about the college's programs, class schedule, tuition, fees, in-person and online registration, news, and upcoming events and a link to enterprise applications.

- O-38. ITS, in collaboration with the Colleges, will maintain a web page model, standard, and guideline to ensure compliance with the Commonwealth IT Accessibility Standard. <http://vita.virginia.gov/library/default.aspx?id=663>
- O-39. College websites will include links to VCCS Online, Wizard, textbook titles, cost, ISBN codes, and purchasing information for required textbooks.
- O-40. Colleges and ITS will identify system-wide training opportunities for technology staff, including opportunities within peer groups, expert resources and vendor relations.

Growth Strategies

- G-22. Research and analyze the benefits and costs related to a consolidated help desk program for all colleges and the System Office
- G-23. Recommend strategies to provide assistance with implementing technology-based strategies for support and training practices, including identification, design, evaluation, and training.

Technology Goal VIII

Virginia's Community Colleges will provide the planning and leadership necessary to ensure that technology provides adequate systems to support Achieve 2015.

Operational Strategies

The Vice Chancellor will provide leadership for technology at the System Office, and with the Colleges.

- O-41. The Colleges will assess their current usage of technologies on campus to determine how and when the systems are being used.
- O-42. Data will be used to enhance decisions making.
- O-43. ITS will visit college campus to understand needs on campus.
- O-44. ITS will develop a framework to focus on planning, beginning with a planning calendar to show all potential events during the year.
- O-45. The Vice Chancellor will consider new initiatives to get College involved in planning.

Colleges and ITS will achieve national recognition among community colleges for information technology infrastructure.

- O-46. College and ITS will maintain a membership to EDUCAUSE and annually complete the EDUCAUSE Core Data Survey. (www.educause.edu/cds)
- O-47. Colleges will participate in an annual ranking survey, such as the Center for Digital Education, to achieve a national ranking for its information technology and/or annual innovation in technology competition, such as the Governor's Technology Awards. (www.covits.org/governor's_technology_awards/winners.cfm)
- O-48. Colleges, AS&R and ITS staff will annually submit a minimum of three proposals on college and enterprise-level technology achievements to major state-wide, regional, and national conferences, such as New Horizons, the Association of College Computing Services of Virginia, HEUG, Blackboard User Group, EDUCAUSE, or the League for Innovation.

Growth Strategies

- G-24. Champion technology findings and recommendations from the reengineering task force.

- G-25. Create innovation teams to explore emerging technologies and their role within the campus environment. Research the feasibility, staffing and implementation possibilities for the innovation teams.
- G-26. Enhance the current technology planning environment, and ensure that technology planning is occurring at all colleges, and within the System Office.
- G-27. Identify long-term strategies to foster the use of technology in promoting a culture of innovation and high performance among college leaders and throughout the VCCS.
- G-28. Identify specific problems or goals tied to the mission of the VCCS, Achieve 2015, or the Re-engineering Task Force that could be addressed with technology-based innovation, and develop, and/or refine specific innovative technology solutions that should be implemented within the next five years in support of those solutions.
- G-29. Identify ways to foster and perhaps provide incentives for the identification and development of innovative technology-based solutions.
- G-30. Recommend strategies to facilitate improved communication and accountability throughout the VCCS in order to avoid duplication of effort, leverage resources, and improve efficiencies in the acquisition and implementation of technology-based solutions among individual colleges, the System Office, and across the System.
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Appendix A: Definitions

- **Electronic Classroom:** Room with an instructor computer and permanently installed projector, LCD panel, Plasma Screen, or Computer Monitor(s) for students to view materials from the instructor computer.
- **Mobile Electronic Classroom:** A laptop computer, a projector, and speakers on a mobile cart which can be easily moved to a classroom to be used for instructional presentations.
- **Computer Laboratories or Lab:** Room with a separate computer for each student that generally has each student working individually. Typically, classes are not scheduled to hold all of their class meetings in a “lab”.
- **Computer Classroom:** Room with a separate computer for each student that generally is the regularly scheduled meeting place for a class.
- **Enhanced Classroom:** A document camera, control mechanism, and laptop connection.
- **Commonwealth Classroom:** The Commonwealth Classroom provides classroom size facilities for two-way video conferencing for large groups. It consists of:
 - a typical classroom-size room (25-30 people)
 - the most up-to-date interactive video equipment available to Colleges
 - Net.Work.Virginia connectivity:
 - Campus LAN/Internet connectivity
 - power, lighting, acoustical and furniture considerations
 - Telephone and Fax
 - Optional equipment
 - ISDN connectivity and video display equipment
 - Video Projector

Note: Classes may periodically meet in a computer lab, but they have another room as their regular classroom. A computer classroom may function as an open lab during periods when no classes are scheduled. This distinction is usually based on the predominant use of the room.

[Return to Governance Page](#)