Mesa Community College
Information Technology Strategic Plan
2012 – 2017

Technology Steering Committee
March 31, 2012
Introduction

Mesa Community College’s (MCC) strategic priorities are focused on enhancing teaching and learning, promoting student success and creating an environment that fosters opportunity and life-long learning. Our vision of “Leading the Way” to success in our global community is the cornerstone of MCC’s Information Technology Strategic Plan. The mission of MCC’s College Technology Services office is to provide leadership and direction in creating effective technology services and solutions that support MCC’s strategic priorities and mission.

This technology plan will be reviewed and modified on an annual basis to better represent the rapid rate in which technology is changing, and to reflect the pace at which MCC will need to respond to these changes. The ability to adapt to and manage continuous change will require planning that is nimble and flexible. In creating a yearly review process, MCC is positioning itself to better leverage technological advances and create a culture and environment that responds to and embraces continuous change and improvement.

Current Environment

As information and technology becomes more pervasive and integrated into the American culture of higher education, the expectations of technology service providers will continue to grow. To accommodate these expectations and provide greater access to technology, information technology organizations will need to focus their primary efforts on aligning technology services with institutional goals, objectives and strategic priorities. In part, this process will involve creating new strategies and models that shift efforts to front facing services that provide greater value to customers. A focus on how technology can support educational and administrative processes will be central in achieving successful outcomes. This shift moves the focus from the systems side to the customer. Thus, creating an environment and service model that allows for more effective uses of technology tool-sets as they pertain to educational objectives and outcomes.

Guiding Principles and Management Philosophy

During the late 20th and early 21st centuries Information Technology (IT) organizations were in positions that allowed them to dictate the terms and types of services they provided to their customers. There were few if any choices and many IT organizations were steeped in a culture of internal technical knowledge that was only available to those within IT. Then in the early 21st century the world began to change… (Denning, 2010). Companies like Apple, Microsoft and Google democratized access to technology and broke down the barriers to who had the ability and knowledge to leverage technology. The divisions between the enterprise and the person became blurred, and users and organizations began to have choices. Those choices have
continued to expand at an accelerated pace and technology has become more pervasive, readily available, and less expensive.

As technological advancements continue to redefine how higher education is delivered, IT organizations must establish a culture that strives to meet their customers’ needs by embracing a customer-centric service model. Technology providers must “delight the customer” or their customers will go elsewhere (Denning, 2010).

Utilizing self-organizing teams, MCC’s College Technology Services (CTS) will provide value to our customers by leveraging an iterative work strategy (Denning, 2010). Rather than issuing progress reports about where each project stands, CTS will produce finished work with each iteration. Customers can then touch, feel, and use our work as each iteration progresses, and provide feedback allowing us to better refine our next iteration (Denning, 2010).

CTS will commit to the promise of the paradigm of “delighting its customers”, by investing our efforts in understanding our customers’ needs, aligning our services with their goals, and being inclusive of those doing the work. Namely our faculty, staff and students.

**Our Motto: “Leading the Way in Providing World-Class Customer Service”**

**Strategic Priorities, Goals, and Action Items**

MCC is committed to student success and completion and preparing our learners to live and thrive in a globally diverse environment. Using technology effectively to access current knowledge, foster human connections and enhance teaching and learning is an important aspect of our success agenda (Pan, 2011).

This strategic plan represents MCC’s vision to align its technology services to enhance MCC’s primary mission of teaching, learning and student success. MCC’s motto of “Leading the Way”, defines our passion to lead by example, create value for those we serve, and our ability to positively impact student success and completion.

**Student Success and Retention**

**Goal #1: Create Broad Access to Technology Resources and Services**

*Action Items:*
- Work with academic departments to provide access to technology resources by consolidating like services, coordinating efforts, and working on comprehensive platform and licensing schema’s
- To promote student success, MCC will establish a computing commons infrastructure that will provide students access to academically “in-demand” applications and operating systems across the curriculum and enterprise
- Develop and support a “Bring Your Own Device” (BYOD) strategy for the MCC campus to further support broad access to technology resources and services
• Further develop and support a "Software as a Service" (SaaS) strategy to leverage on-demand “Cloud” based technologies for faculty, staff and students

Goal #2: Holistic Help and One-Stop-Shop Support Model

Action Items:
• Further develop and leverage the MCC HelpCenter as the primary point-of-service (POS) and support across the campus
• Work with Maricopa District Office Information Technology Services to incorporate a comprehensive/multi-tiered customer service and support model that includes:

  a. Tier 1 - Service Provider 24x7 Support Model
  b. Tier 2 - MCC HelpCenter
  c. Tier 3 - MCC Enterprise, Network Communications, Customer Care, Project Planning

Goal #3: Develop and Procure Student Services and Predictive Analytics Capabilities

Action Items:
• Continue to develop Early Alert and Referral Services (EARS) capabilities by participating in a process to bring about an industry-standard/enterprise-capable and district-wide solution that meets MCC’s and Maricopa’s critical student tracking needs
• Further develop our hosted Customer Relationship Management (CRM) platform capabilities
• Establish a partnership to provide a hosted platform for our current student and advising tracking services
• Identify, establish, and implement a partnership to provide a hosted predictive analytics and enrollment management infrastructure and service(s)

Goal #4: Informed Improvement

Action Items:
• Support and commit CTS resources and know-how to the Informed Improvement (ii) initiative
• Develop and support the ii agenda through the appropriate development and use of technology resources and solutions
• Align CTS resources, staffing, and customer care models to successfully attain the core goals and objectives of the ii program
• Participate in the ii process to continually assess and improve CTS service delivery models through “data-informed” metrics, assessment, and feedback

e-Learning

As the e-Learning arena continues to accelerate and demand among students grows, MCC will position itself to deliver quality and impactful online education by implementing a multi-tiered approach to its e-Learning strategy. MCC will invest its resources in a strategy that will include a first-tier of traditional educational technology models. A second-tier of blended
learning/technology models that include a Learning Management System (LMS) strategy, and a third-tier that will incorporate a multi-technology and resource strategy.

Goal #1: Improve Online Learning Solutions and Resources

Action Items:
• Support the Center for Teaching and Learning (CTL) in the new Canvas LMS implementation  
• Select, pilot, and deploy a campus-wide lecture-capture solution to “Flip the Classroom” while ensuring it is tightly integrated with the new campus LMS  
• Further develop and support student access across the enterprise by supporting computing commons, BYOD, infrastructure and departmental computing resources and strategies  
• Further develop CTS/CTL collaboration and support models for e-Learning services and solutions  
• Work with the MCC e-Learning Committee to investigate the possibilities of utilizing open online resources and strategies

Goal #2: Improve Identity Management

Action Items:
• Establish a unified and seamless student, faculty and staff authentication experience across MCC’s academic and administrative units  
• Create a Single-Sign-On (SSO) mechanism for student access to MCC and Maricopa online learning resources  
• Incorporate disparate authentication models across MCC’s academic and administrative units to include Maricopa MEID/SSO

Resource Management

As institutions of higher education continue to struggle with increasing demands and decreasing resources, it is important that MCC CTS move in a direction that creates effective standards relative to our institutional goals and objectives. In doing so we will create an environment where technology becomes more pervasive, impactful, and less resource intensive. Our intention is to empower those who use technology to master its use and those who provide support to manage more effectively.

Goal #1: Create a Planning and Project Management Division

Action Items:
• Hire a certified and experienced Project Management Professional (PMP) to lead MCC’s newly created Planning and Project Management division  
• Develop and implement codified industry-standard IT project management practices and procedures  
• Develop a licensing and hardware acquisition and tracking process  
• Create documentation standards for all CTS units and manage day-to-day documentation processes and procedures
• Identify and remediate unit and departmental ad hoc practices and procedures
• Manage and coordinate project planning within MCC and Maricopa

**Goal #2: Standardization**

*Action Items:*
• Identify and consolidate like services and infrastructure within MCC and Maricopa
• Create standard computing services and processes across the enterprise
• Develop standard support and delivery models
• Unify software acquisitions within MCC and across Maricopa
• Identify, align and distribute “differentiated” technologies and support models with a "federated" management approach
• Identify, manage, and support solutions identified for specific “case use” as they pertain to academic or administrative functions

**Goal #3: Information Security**

*Action Items:*
• Create an information security program and dedicate our coordinated efforts to develop information security best practices and procedures for the MCC campus
• Work collaboratively with the District Office Security Advisory Committee (SAC) to develop industry-standard information security policies, procedures, user education programs and coordinated incident response efforts

**Goal #4: Training and Professional Development**

*Action Items:*
• Develop, fund, and promote professional development opportunities for CTS staff
• Align professional development funding and opportunities with institutional goals and objectives
• Create professional development opportunities that enable life-long learning and empower career success
• Adopt and employ the [MCCCD Leadership Foundations program](#) - adopted from *The Leadership Challenge* (Kouzes & Posner, 2007)
• Pilot, adopt, and implement the new Maricopa HR performance management and hiring strategy/process

**Goal #5: Pilots and Innovation Programs**

With the rapid rate at which technology is advancing and the implications for higher education, it will be critically important that MCC continue its tradition of “Leading the Way” in Maricopa with technology pilots and innovative programs. MCC’s pilot and innovation work has been a differentiating factor in our success, and we are committed to continuing that role.
Action Items:
• Develop, fund, and promote technology pilots through the CTL and CTS to continue MCC’s innovative technological leadership
• Develop and implement “Innovation Lab” pilots to test and develop “proof of concept” for new pedagogy and technology models and paradigms
• Work with the District Office to infuse MCC’s pilots and innovation outcomes with the Seamless Student Experience and One Maricopa strategies and objectives

Goal #6: Internal and External Partnerships

With the rapid pace in which technology is advancing, MCC will need to take a multifaceted approach in how it provisions its services and support. Higher education is in the midst of a fundamental shift from a bricks and mortar learning cycle to the era of the 24x7 learning cycle (Pourreetezadi, 2010). As private companies continue to develop solutions that provide critical services at economies of scale that MCC cannot, MCC and Maricopa will need to assess and align “best fit” models to meet our strategic needs (Sannier, 2007). MCC, our sister colleges, and the District Office will also need to further partner on how to best align and optimize our service and support strategies within the One Maricopa model (Glasper, 2011)

Action Items: Externally
• MCC will work to further develop external partnerships that leverage such services and economic scales
• MCC will promote and procure vendor partnerships that are “best fit” to support our academic, administrative and institutional goals and strategies
• MCC will partner with municipalities and public entities that share common interests and goals

Action Items: Internally
• MCC will work to partner with sister colleges and the Maricopa Community College District Office to further leverage our combined resources and efforts in support of our teaching and learning agenda through One Maricopa
• Through further development of partnerships, MCC will position itself to optimize investments, reduce and recuperate duplicated efforts, and increase service levels in support of academic and administrative outcomes

IT Governance

Goal #1: Re-Establish the MCC Technology Steering Committee

Action Items:
• Re-Establish the MCC Technology Steering Committee (TSC) as MCC’s primary IT governance body representing a broad cross-section of MCC’s constituents
• The TSC will serve as an advisory council to the Vice President of Information Technology and the MCC Cabinet regarding MCC’s strategic technology direction and decisions
Goal #2: Create a MCC Federated Support Model
As large campuses continue to struggle with outdated methods of centralized IT support strategies and models, many institutions are embracing a federated approach that builds alliances and taps talent pools across the organization. Unlike a central IT support model, the distributed model recognizes that technology is too important, pervasive, and complex for any one group to exclusively support alone. Instead, the central IT support group works within a federated support program that engages its constituents in a variety of collaborative programs that are mutually beneficial to all stakeholders (Thomas Jefferson University, 2011).

Action Items:
• Establish the MCC CTS Liaison Program – distributed units across MCC will participate in a formal CTS liaison program that will create a sense of shared ownership, responsibility and provide a mechanism to coordinate efforts and provide comprehensive planning
• Provide Mutual Support – Distributed support leverages everyone’s knowledge, provides better feedback to all groups, and engages stakeholders in mutual support and communicative relationships
• Facilitate Joint Planning – Working collaboratively engages stakeholders and helps to optimize college and departmental IT resources and provides a shared direction for IT initiatives, plans and strategies
• Create Improved Communications – Quarterly meetings to help communicate issues and solicit feedback from all participants and the entities they represent
• Utilize Shared Governance – A process that brings all stakeholders to the table to strategically align college technology resources with departmental, college, and district goals and objectives
• Develop Proactive Training – Training on IT topics relevant to the technology needs of the college and district as a whole

Goal #3: Actively Participate in the Maricopa IT Governance Structure

Action Items:
• Represent MCC’s and Maricopa’s shared technology interest by participating in the Maricopa IT Governance Process
• Work collaboratively with sister colleges and the Maricopa District Office to align technology strategies, services, and projects to achieve college and district goals and objectives

Communications and Transparency

Goal #1: Develop and establish a consistent communications strategy regarding CTS technology issues, plans, outcomes and announcements

Action Items:
• Develop and implement a strategy where the MCC HelpCenter serves as the primary communications mechanism for all customer related issues and change
• Develop and implement a strategy where the Office of the Vice President of Information Technology (VPIT) serves as the primary communications mechanism for all initiatives and campus-wide technology announcements
• Develop and implement a strategy where the MCC HelpCenter and VPIT coordinate their communications strategy and announcements with MCC’s Institutional Advancement (IA) office for expert consulting regarding the CTS communications strategy
• Develop and implement a strategy where the MCC HelpCenter and VPIT coordinate their communications strategy and announcements with Maricopa District IT regarding a Maricopa-wide IT communications strategy
• Develop and implement a MCC HelpCenter Change Management strategy

Goal #2: Measure and Quantify Customer Satisfaction and KPI’s

Action Items:
• Develop a Customer Satisfaction Survey based on the Stanford Information Technology Services Client Survey to understand customer perceived values of CTS service
• Utilize customer survey results to create quantifiable metrics to measure user satisfaction and publicly publish results on an annual basis
• Utilize customer surveys to develop a key performance indicator (KPI) to assess CTS services, performance and success

Technology Resources

CTS will coordinate its efforts to establish technology resources that meet MCC’s institutional goals, promote teaching and learning and help students to succeed. CTS will also focus on adhering to the Maricopa District-Wide IT Strategic Plan that utilizes TCO (Total Cost of Ownership) and ROI (Return on Investment) models within MCC to support the efficient stewardship of institutional resources.

Goal #1: Coordinated Procurement Efforts

Action Items:
• Work with distributed units within MCC to consolidate licensing, equipment acquisitions, and create shared standards in support of teaching and learning

Goal #2: Establish a Consolidated Funding Model

Action Items:
• Work with distributed units within MCC to consolidate technology funding to reduce duplication of effort, and better align technology acquisitions with institutional goals and objectives
**Goal #3: Establish a Consolidated Procurement and Funding Model between MCC and MCCCD**

*Action Items:*
- Work with sister colleges and the District Office to consolidate technology acquisitions and funding to increase service levels, reduce duplication of effort, and better align technology acquisitions in support of the “One Maricopa” model

**Goal #4: Develop Technologies and Practices that Support MCCCD’s Sustainability Initiative**

*Action Items:*
- Adopt the MCCCD “Triple Bottom Line” to incorporate the three categories that together create sustainability which are financial viability, social equity and environmental responsibility
- Develop, promote, and utilize technology solutions that reduce paper consumption and use
- Reduce and consolidate the number of printing devices on the MCC campus
- Initiate a tablet program and incorporate it into standard business practices and meetings to replace paper driven processes
- Leverage MCCCD’s recent Google Apps implementation to create shared paperless work spaces
- Work with MCC and Maricopa recycling programs to improve recycling of antiquated IT related equipment
- Educate CTS staff regarding the aspects of social justice and responsibility that accompany the MCCCD sustainability strategy

**Technology Infrastructure**

MCC seeks to create a technology infrastructure that is robust, adaptive, and of the highest quality. An infrastructure that is constantly available to our customers no matter where they are or what device they are using. MCC will invest in a hybrid approach to infrastructure that will include provisioning internally (within MCC and Maricopa) and externally (partnering with providers) to develop world-class services and infrastructure.

**Goal #1: Create a Robust and Adaptive Infrastructure**

*Action Items:*
- MCC will invest in standardizing its server infrastructure and utilize commercially supported products and services
- MCC will invest in upgrading dated MCC server infrastructure and further leverage and invest in Platform as a Service (PaaS) strategies
- Utilizing a blended state-of-the-art solutions strategy, CTS will position MCC to deliver a reliable and scalable “on-demand” technology infrastructure
**Goal #2: Consolidation of Resources and Services**

*Action Items:*
- Utilize and co-locate server infrastructure at the Maricopa District Office Air Park data center
- Utilize Maricopa’s existing data center resources for back-up generator power, high-availability architecture, off-site data backup, disaster recovery/business continuity, and increased security

**Goal #3: Mobility and Network Performance Upgrades**

*Action Items:*
- Make substantial investments to upgrade network infrastructure to provide ubiquitous wireless access across the campus to support mobile device use within and outside the classroom
- Work with the Maricopa District Office network team to increase bandwidth
- Upgrade the existing MCC network with new equipment that will increase performance, and utilize existing Maricopa investments in network infrastructure

**Goal #4: Invest in a PC Refresh Initiative**

*Action Items:*
- Identify and database all personal computers (PC’s) at MCC based on age
- Establish and implement a college-wide PC refresh initiative
- Create a standard baseline for PC infrastructure across MCC
- Replace all PC’s five years of age and older
- Develop a five-year-life-cycle plan for PC replacement

**Goal #5: Establish a New Media support model for classroom Audio Visual (AV), Social Media, Media Production/Post-Production**

*Action Items:*
- Create ubiquitous classroom mediation (Audio Visual - AV) presence and standards across the MCC campus in support of our instructional agenda
- Create and implement an AV eight-year-life-cycle management plan
- Develop cross-functional teams to provide integrated support services throughout the New Media arena
- Develop production/post-production solutions and support models to promote and accommodate creative/collaborative work
- Develop and integrate master-control capabilities for high-profile teaching and events venues
Conclusion

This strategic plan represents MCC’s vision for information technology to meet MCC’s primary mission of teaching, learning, and student success. This plan was developed to include an annual review and modification cycle to reflect the pace at which MCC will need to respond to and manage disruptive change. In creating an annual review and modification process, MCC is positioning itself to better leverage technological advances and create a culture and environment that responds to and embraces continuous change and improvement.

As technological advancements continue to redefine the educational landscape, MCC is committed to a new vision for College Technology Services… One that embraces change and encourages discourse with the people we serve.

Our goal is to align our services with MCC’s strategic priorities and “delight” our customers with “world-class” service.
Note: In 2012 the MCC IT structure was renamed and realigned to shift the focus from an IT-centric to a customer-centric organization.
## Appendix B

**CTS Services and Strategic Priorities Alignment**

<table>
<thead>
<tr>
<th>College Technology Services Strategic Priorities &amp; Goals</th>
<th>Student Success and Completion</th>
<th>e-Learning</th>
<th>Resource Management</th>
<th>Technology Infrastructure</th>
<th>Technology Resources</th>
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References


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Glossary of Terms


Canvas LMS - http://www.instructure.com


Computing Commons -
https://wiki.mesacc.edu/groups/technologysupportservices/wiki/80f3a/Definition_of_Computing_Commons.html


Customer Relationship Management -

e-Learning Committee - http://wiki.mesacc.edu/groups/transformingelearningmcc/

Early Alert and Referral Services - http://www.mesacc.edu/students/ears


Flip the Classroom - http://en.wikipedia.org/wiki/Backwards_classroom

Google Apps - http://www.google.com/enterprise/apps/education/

Informed Improvement - https://docs.google.com/open?id=0B0PPXb6Ht0Q5T19tT29XdFNpZig


Maricopa IT Governance - http://www.maricopa.edu/its/GovernanceKickoffPresentation.pdf

Maricopa MEID - http://my.maricopa.edu/what-is-a-maricopa-enterprise-id-meid/
MCC HelpCenter - http://wsa.mesacc.edu/help

MCCCD Leadership Foundations program - http://www.maricopa.edu/employees/divisions/hr/development/talent/foundations

MCCCD’s Sustainability Initiative - http://sustainability.maricopa.edu


One Maricopa - http://www.maricopa.edu/chancellor/onemaricopa.php

Platform as a Service - http://en.wikipedia.org/wiki/Platform_as_a_service


Software as a Service - http://en.wikipedia.org/wiki/Software_as_a_service