DIGITAL TRANSFORMATION STRATEGY

2022 - 2025

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Introduction:

In the fall of 2021, UCC's President established a digital steering committee with the overall goal of transforming college processes that intersect, or could intersect, with technology.

As Dr. Pokrandt explained, we wanted to make everything "easier, quicker, and cooler."

For students, our hope was to reduce effort, streamline processes, and remove roadblocks, allowing them to access the information they need to support student success.

For employees, our hope was to streamline processes so they can better assist our students and do their work more productively in a way that improves the quality of their work lives and, subsequently, our student experience. Inspired and effective employees = happy and successful students.

This process started with campus listening sessions to analyze needs and challenges. Over 40 hours of listening sessions open to students, faculty, and staff collected information on topics such as the following:

- problems with current methodologies
- suggestions for identifying and reducing the number of cumbersome paper processes
- ideas for technology-assisted transformative growth or change
- ideas for technology-assisted empowerment of students and staff

This document is the result of those listening sessions and work completed by the digital steering committee. Projects have been identified based on the efficacy of the project to positively impact student engagement and success.

Collaborative Analysis:

A steering committee of internal stakeholders was selected including key members of the student body, faculty and staffing from different departments within the college.

The steering committee then reviewed results of the 40+ hours of listening sessions, looking for the most common and most consequential issues. The committee also mapped the lifecycle of a student to better understand where gaps in the fidelity of college service and supports were identified.

Steering committee teams then studied separate issues and correlating UCC processes to identify possible technology-assisted projects to resolve those issues. In this process, both the steering committee and technology council established potential projects and ranked them in order of importance.

The information below first clarifies the key issues the steering committee identified, then gives the goals the steering committee developed for dealing with those issues, possible technology-assisting tools, and finally the key transformational projects in addressing the identified issues.

Key Issues Identified:

The listening sessions held fall 2021 through winter 2022 identified the following key issues.

- Bureaucratic processes at all levels are preventing staff from quickly and efficiently completing tasks.
- Bureaucratic processes for students are cumbersome and confusing. Training to use currently available software tools efficiently and confidently is inadequate or missing
- Communication breakdowns which could affect enrollment are creating confusion for students and employees.
- Confusion regarding credit and non-credit application processes and rules.
- Onboarding of employees lacks clarity and timeliness.
- Access to data to make data informed decisions is either unavailable or difficult to obtain.

Digital Transformation Goals:

The digital steering committee identified common issues from the listening sessions then created six goals with the most potential for positive student and employee impact.

1. Provide transactional services and information online in a student friendly and inclusive way. Operate a modern and technology capable institution that instills trust in the college's ability to deliver relevant educational opportunities.
2. Use technology solutions to improve internal processes, collaboration, and communication.
3. Design processes for accessibility.
4. Use data analysis and business intelligence to Inform decisions and manage what matters.
5. Develop and enhance digital capabilities using the most appropriate technologies to support students and the community.

Key Problems/Projects:

Project Breakdown									
Problem	**Tools**	**Vendor Implementation**	**Additional Maint.(yr2+)**	**Licenses**	**Primary Users**	**Projected Start Date**	**Projected End Date**	**Additional Trainings**	**Additional Information**
Complex user sign-on environment causing confusion for students and employees regarding passwords and missing features	Ellucian Banner 9	$0.00	$0.00	Unlimited	All employees & students	April-22	July-22	Minor	
	Ellucian Single Sign-on	$0.00	$0.00	Unlimited	All employees & students	April-22	August-22		
Insufficient knowledge of Ellucian products.	Ellucian Training	$200,000.00	$0.00	Unlimited	Student services	July-22	January-23		Training examples: * HR position description & Epafs * Degree works templates & student educational plan * Faculty load & compensation * Communication management * Accounts receivable detail codes
	Ellucian Training Library	Included	Included	50	All Employees	July-22	N/A		Self-paced training library on Ellucian products
Communication breakdowns, admission processes too complex, confusion regarding credit and non-credit offerings, and too cumbersome during time as a student.	Ellucian Constituent Relationship Management - Recruit	$216,545.00	$120,513.00	10	Potential students, admissions, advisors	January-23	June-23	Yes	User license $300.00 each
	Ellucian Constituent Relationship Management - Advise	Included with Recruit/Advise	Included with Recruit/Advise	20	Advisors, faculty, & students	July-23	January-24	Yes	User license $300.00 each
	One Stop Admissions/ Services	No additional if concurrent Recruit/Advise	No additional if concurrent Recruit/Advise	N/A	Potential students, admissions, student services	April-23	April-24	Yes	Estimates based on purchase of CRM (Recruit & Advise) platforms
Students access to their data to make data informed decisions	Ellucian Experience/Learning platform	Included with Recruit/Advise	Included with Recruit/Advise	Unlimited	All employees & students	Sept-23	January-24	Yes	
College access to data to make data informed decisions	Microsoft Power BI	$1,200.00	$1,200.00	37	Employees	January-23	January-25	Yes	

Key Problems/Projects Narrative:

The projects identified below are grouped by the problem they address, contain a short description of the project, and vendor implementation cost of a new product if required. UCC is allocating $200,000.00 over the four years for training and assisting in the implementation of the projects.

Problem: Complex user sign-on environment causing confusion for students and employees regarding passwords and missing software features

Ellucian Banner 9 – Implementation of the latest self-service applications for students and employees. This is considered a foundational project to allow UCC to take advantage of offerings available today and in the future. Implementing Banner 9 SSB software will simplify features for students and employees. The anticipated implementation for this project is late June after spring term is completed to reduce possible student frustration due to change.

Vendor Implementation Cost: $ 0.00

Ellucian Single Sign-On – Reduction of password confusion and greater simplification of student and employee permissions. This implementation will be completed concurrently with Banner 9. Integration of applications that support the single sign-on will be transitioned through the month following the Banner 9 implementation. Banner 9 will be the first application to take advantage of the new infrastructure.

Vendor Implementation Cost: $0.00

Problem: Insufficient knowledge of Ellucian products

Ellucian training – Many of our processes have not changed since 2007 when Banner and Degree Works were initially implemented. This project will have Ellucian consultants review our current processes and work arounds compared to the newer methods and enhancements of Ellucian products. Once our frustrations, processes, and configurations are understood and evaluated, they will recommend changes and training required to use the Ellucian tools to their fullest. Additional applications may be recommended to fill-in any processing gaps. The combination of Banner 9 and single sign-on implementation prior to the completion of this project will create a strong foundation to build and present many efficiencies available to UCC.

Vendor Implementation Cost: $ 200,000

Self-directed Ellucian Training Library – Hiring of new employees and employees moving to new positions can create a knowledge and productivity challenge. To ensure our employees knowledge level can be maintained or enhanced we need to purchase the self-paced digital training library from Ellucian. This will allow new and current employees to learn or sharpen their skills on UCC's core systems.

Vendor Implementation Cost: $0.00

Problem: Communication breakdowns, admission processes too complex, confusion regarding credit and non-credit offerings, and too cumbersome during time as a student.

Implementation Constituent Relationship Management (Recruit & Advise) – The Ellucian constituent relationship management tool enhances our ease of admission, gives missing communication data, provides dashboards on the students for employees, and aids the student in scheduling advising appointments. This tool fills many gaps on the screen that is currently only available in a report. This will be a great time saver for both the students and the employees. This product also assists in retention by notifying advisors and instructors if a student is not doing well.

Vendor Implementation Cost: $216,545

One Stop Admissions / Student Services – As described earlier in this document, this project will create a single process easing the admission and registration procedure for new students. It will use the different tools of integration, automated processes, and automated robotics. It will also be utilized to empower employees and students with more control over their needs and improve automation when assistance is required.

Vendor Implementation Cost: $0.00

Problem: Students and employees need user friendly access to information to make data informed decisions.

Experience/Learning platform – This creates a secure personal hub for each student bringing together their registered class schedule, due assignments, grades, maps, alerts, electronic forms, and more. This will become the student "go to" spot for both personal information and activities on campus. This hub allows the student to use either a PC, tablet, or mobile device.

Vendor Implementation Cost: $0.00*

*Package price from Ellucian was applied on the Constituent Relationship Management implementation.

Microsoft Power BI – Users continue to ask for access to data, but to their own specifications. The data warehouse, combined with Tableau, will give the user access to data from Banner, let them to decide what data they want, and how the data is displayed. This will reduce the demand for customized reports and multiple revisions.

Vendor Implementation Cost: $1,200.00

Project Implementation Calendar:

Academic & Financial Calendar													
Projects	2021-2022	2022-2023				2023-2024				2024-2025			
	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring	Summer	Fall	Winter	Spring
Banner 9	■												
Single Sign-on		■											
Ellucian Training			■										
Constituent Relationship Mgmt (Recruit)				■									
Constituent Relationship Mgmt (Advise)							■	■					
Experience/Learning platform						■	■	■					
One Stop Admissions/Student Services				■	■								
Power BI				■	■					■	■		

Technology-Assisted Transformation Tools:

Ellucian - Constituent Relationship Management (Recruit/Advise): This product can transform the way admissions works today. It will allow UCC to have multiple admission forms based on the type of class and student from a single technology platform. It will also have dashboards for prospects in various stages of applying for college and unifies communication with applicants. It will also offer our advisors a holistic student view, an improved student alert, and scheduling system. While UCC can immediately send messages to large groups of people (e.g. Early Alert and social media pages), creating target messages to sub-sets of our clients is impossible. A CRM software system would allow us to store, track, search and organize our data to create personalized messages to separate target audiences. For example, it could create targeted messages for improved engagement with prospective students. This system could also help track student performance in classrooms with subsequent customized messages useful to improve retention or degree completion.

> *Benefits*: Can build stronger relationships through targeted communication, potentially improve retention and graduation rates, potentially reduce D/F/W grades

> *Annual Maintenance Cost*: $120,513

Microsoft-Power BI: If staff have an idea and need to validate it with data stored in our main computers, they have two options now: export information from various UCC reports and insert it into an Excel spreadsheet by hand to validate the data or schedule a UCC programmer to write a program that extracts the data specifically for the one idea. And, when the data is extracted, it is difficult to read and interpret. Collecting the required data to make a data informed decision takes so long that the decision could be made without the best data. A data warehouse combined with Power BI would provide readily accessible and sort-able data for instantaneous data output generation and analysis. Power BI can also display complex data in more "human" terms. For example, UCC staff could generate a report that lists the number of students by their hometowns (instead of having to search and organize the data by hand). Power BI could then embed these results within a Douglas County map so that clicking a dot on the city's location would then immediately display how many students list that as their

hometown.   Data accessibility is important, but its power is improved significantly by putting it in terms that are easy to understand and use.

> *Benefits*: Increased use of data for problem-solving and planning, better data-driven decision making, improved understanding of work processes

> *Annual Maintenance Cost*: $1,200

Ellucian Experience/Learning platform: Students are required to use multiple applications to see grades, assignments, financial aid information, class schedule, campus map, school calendar, club information, show alerts, and more. This application integrates all the different information from various systems into a single secure personalized hub for each student that is responsive and mobile ready. Faculty will benefit from the two-way integration with Canvas reducing duplicate entry.

> *Benefits:* Increase student satisfaction, reduced complexity for students, and improved student relationship with college

> *Annual Maintenance Cost*: $0.00 (*Included in Constituent Relationship Management- Recruit/advise)

Projected Budget Impact:

Fiscal Year	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Implementation	$0	$54,468	$162,077	$0	$0
Maintenance	$0	$121,713	$121,713	$121,713	$121,713
Staffing	$0	$60,000*	$115,000*	$25,000*	$0
Contractor	$0	$260,000	$80,000	$0	$0
Totals	$0	$496,181	$488,790	$146,713	$121,713

*Staff training over three years.

Annual budget impact $121,713 dollars

Summary:

The result of the proposed changes will enable UCC to operate with greater efficiency and improve the experience for our students and community. It also serves to bring us into line with how modern colleges operate and offer to students.