Student Support Services and Administrative Unit
Program Review Questions
Spring 2012

Department: Instructional and Information Technology Services

Part 1: Review of Past 3 Years

For Part 1, please limit your responses to one page for each numbered question (1 - 4).

1. Service Unit Outcomes Assessment Results

   A. Summarize Service Unit Outcomes assessment results. Highlight notable successes and areas requiring improvement. Discuss what actions were taken based on the assessment results and any improvements (i.e., process, service delivery, communication, etc.) that can be observed.

   B. If applicable, identify the data regularly collected and/or reported as part of program compliance, fulfillment of demand, efficiency or effectiveness.
Instructional Technology and Distance Learning areas met their goals.
02/13/2012 - 15,814 students enrolled in DL courses in 2010-11; 487 DL classes were offered in 2010-11 (up to 237 classes per semester); 152 individual DL courses were offered in 2010-11; 215 individual DL courses have been approved by the Curriculum Committee; 87% of the DL students surveyed were satisfied or very satisfied with the LBCC e-learning environment used in their course.

Workshop assessments (surveys) showed satisfaction overall with the workshops offered. Dissatisfaction (rating of "disagree") never exceeded one participant per workshop and out of 6 workshops, only two workshops showed any "disagree" ratings.

Network Services met their goals.
There is one PNA telephone connection left on the campus due to difficulties in providing Ethernet wiring in a specific location (basement of J). A plan is in place to accomplish this in the spring of 2012. Otherwise, all other PNA connections have been wired to Ethernet and the conversion to Voice over IP has also been successfully achieved.

Wireless coverage and use has also increased. New buildings have been added as well as adding coverage to existing buildings. Usage has also increased. In September 2010 daily concurrent usage was 900-1000 connections. In January 2012 daily concurrent usage was 2000-2500 connections.

Applications Development and Support met their goals.
Peoplesoft upgrade of HRCS from 8.9 to 9.0 and upgrade of Financials from 8.9 to 9.1 completed
Content management system: Number of Web Authors: 110; Number of Websites: 170; Number of Webpages: 2376
Cognos data warehouse in progress.
Tracdat implemented.
SPSS modules enhanced to meet Institutional Effectiveness’ needs.

The goal relating to College constituents receiving training and other forms of support effectively using the technology-mediated enhancements developed and provided by IITS is ongoing and more data on its efficacy needs to be collected.

Academic Computing, Multimedia Equipment Services and Support and Instructional Media Production Services met their goals.
Users are increasingly satisfied with the improved communication, coordination and efficiencies as measured by the end of ticket satisfaction survey. The centralized Help Desk is a positive step to achieving the goal to improve Campus and Community members’ understanding of these areas, what is offered and how to get the available technological resources that fulfills their goals. These areas as well as all of IITS started data collection to track user satisfaction via an online survey attached to the help desk ticket system. This started January 9, 2012. Data is being collected daily and user satisfaction is high. As of February 27, 2012 521 responses are Very Satisfied (88%), 59 are Satisfied (10%), 7 are dissatisfied (1%), and 5 are Very Dissatisfied (1%). (Percentages are rounded.)
2. **Situational Analysis (as it relates to progress in achieving department goals)**

   A. External Conditions – Looking back at the previously identified external conditions that have impacted the department, describe the ones that have affected the department most significantly and what actions the department took to respond to those conditions.

   B. Internal Conditions - Looking back at the previously identified internal conditions that have impacted the department, describe the ones that have affected the department most significantly and what actions the department took to respond to those conditions.

   C. Collaboration - What are the department’s strengths and weaknesses in the area of collaboration (internal and external)? Describe the key collaborative relationships that your department is involved in and explain how these partnerships strengthen its capacity to advance student success/enhance the quality of services and programs provided/ create greater operational efficiencies for the department.

   D. Communication - How effectively does information flow from this department to other departments on campus? How does your department make data and information available to faculty/staff/students, and/or prospective students?
External conditions impacting the department include budget challenges (3 staff were laid off in 2010-2011), constantly evolving technology (upgrades required for Exchange, Peoplesoft, telephony), and rising user expectations. The department was reorganized in 2010 to try to better match personnel to the campus needs that IITS serves. Unfortunately two programmers who were moved to support the institution’s homegrown online learning environment were laid off as was a part time faculty support staff member. This has resulted in a slower upgrade and enhancement path for the online learning environment as well as less direct support for faculty trying to integrate technology into their teaching. Other areas that lack adequate staffing (Network Services for example) continue to do so.

Internal conditions impacting the department most significantly are associated with the merging of departments that resulted in IITS and the work we are doing (and still need to do) to better integrate. The unified help desk project is a good example of this. Creating a single help desk has required units within IITS to reexamine their business processes and to rely more heavily on other areas that previously worked more independently. There are differences in the cultures in the different units that constitute IITS and the help desk project is forcing more interaction and dependency between and among these units.

As a primarily support organization, IITS is highly collaborative. ADS works collaboratively with many parts of the campus community within structures such as the Responsible Managers Users’ Group (RMUG), the Academic Senate’s Student Records Process Committee, and the Data Warehouse Core Group. All IITS Directors participate as resources to the Technology Oversight Task Force, chartered by the College Planning Council. Within Administrative Services, IITS works very closely with other departments such as Facilities and Fiscal Services. The AVP participates in the bi-weekly bond update meeting. All of these collaborations have yielded successes as evidenced by projects that enhance or support the campus community such as Peoplesoft upgrades, support for bond and Facilities projects, and better technology planning and communication.

Communication flows from IITS to the entire campus community through various means. Emails to the all campus mailing list are one method. Working with the Technology Oversight Task Force to complete a yearly update to the Technology Master Plan (as well as reports to CPC) is another means. Much of what IITS does is to make data available to a variety of constituents. Our work on the data warehouse makes enrollment management and other key data available to the deans and others to complete their planning. Our work in providing a content management system for the web is another means to make everyone’s information available.
3. Primary Functions/ Primary Purpose/ Department Mission

A. Note any changes in your department's primary functions since the beginning of the cycle (2009-2010). Describe any changes that might warrant a modification of your department's mission statement.

B. In the past three years, have the functions or services of your department changed in how you directly or indirectly support student learning? If so, please describe.
The department was reorganized just prior to the beginning of the cycle. A revised mission statement was created at that time. The functions or services of IITS that support student learning have not truly changed but have incrementally grown. There is more. Software like TracDat is now in production use and supported by IITS. LBCC custom development has provided the capability for the instructors to access and view GANTT charts for their respective program and course SLO; the ability to synchronize TracDat data with the Course outline SLO database; the ability to automatically upload program and course outline data into TracDat. Software like Cognos BI (data warehouse) is now in production use and is supported by IITS. In addition to PS data, IITS has incorporated many elements of the CO’s MIS data to be accessed using Cognos BI. The data warehouse is currently being used by Academic Services and IE Departments for ad-hoc reporting which supports enrollment management, Promise Pathways, department planning, program review, CTE beta testing and other institutional research projects. The near-term goal is to facilitate reporting needs for Distance Learning, human resources, and other Student Services areas.

Peoplesoft enhancements, upgrades, and modifications (such as the web roster for faculty and version 9.0 for student use) have taken place and show an incremental increase in functionality and capabilities. The online learning environment that students use for distance learning as well as in support of face to face learning has been upgraded and more students are using it. Wireless usage, which supports students learning through access to digital resources, has escalated greatly.

Through the Measure E Bond Program new classroom and learning spaces with state of the art technology have been constructed. These learning spaces utilize technologies that directly benefit student learning. Building T has 32 new smart classrooms, three of which are also new computer labs. A new Board room with built-in HD broadcast capability, state of the art multipurpose meeting space, videoconference room, multimedia training and meeting spaces. The remodeled Library at the LAC campus has 6 study rooms with laptop inputs and large displays for collaborative learning, 10 smart classrooms, three of which are new computer labs, a videoconference center and 2 computer lab/training centers for Faculty Instructional Development. A large open access computer lab with 176 computers was also created to enhance access to technology for students.

Following the Technology Master plan, the college is continuing toward dedicated technology delivery systems in the classroom to enhance access and ease of use of technology. The service and support of these classrooms is changing from delivery of computer carts to more interaction with the faculty in the classroom to assist with their technology equipment and software needs. Technology use in the classroom by faculty as well as students continues to increase. Training users has become even more necessary as well as professional development for the support staff to stay abreast with these new technologies and how to maintain them.

The Broadcast production area was upgraded from an analog to digital environment. The enhanced capability enables higher quality video productions to be viewed in the classroom, on the cable station, a continuous live stream as well as a dedicated LBCC YouTube Channel. This directly supports student learning as well as improving college communication and marketing by providing greater access in multiple delivery modes. It also supports the ASLO process by providing video documentation of goals, classroom activities and results and creating training materials for leaders. Additionally, training sessions by HR and the Faculty Professional Development Center are recorded and made available 24/7 on the LBCC YouTube Channel.
4. Goal Progress

A. Describe your department’s progress in achieving its goals, highlighting achievements or areas needing continued focus and the evidence to support these claims. Where appropriate, indicate any factors that impacted progress toward achieving a goal.

B. Describe the adequacy of resources to achieve goals (resources include Personnel, Facilities, Technology, Fiscal).

C. Describe the impact of any resource allocations you have received over the past 3 years in terms of the effectiveness of your department.
IITS has made good progress on its goals. Enterprise technology such as Peoplesoft, TracDat, and the data warehouse are being maintained, improved, and effectiveness of use is slowly increasing. Important upgrades to Finance and HRCS were completed successfully. More classes, faculty, and students are using the online learning environment. Student satisfaction with Distance Learning was 87% either “satisfied” or “very satisfied”. Technology integration into the classroom continues. Smart classrooms are being remodeled and built and students and faculty are taking advantage of them. Internal business processes within IITS are being improved, notably the unification of the multiple help desks that used to exist. Virtual Desktop Infrastructure technology is providing the means for virtual computer labs that can be accessed remotely via distance learning students or that can improve our lab management practices on campus. Network accessibility has improved with a Voice over IP implementation, expansion of wireless coverage, and numerous bond projects.

Resources to achieve these goals have not been adequate but have reflected the budget realities of the college. In some key areas, resources have increased since meeting the financial commitments of enterprise software, for example, is not truly negotiable. 25% percent reductions in other budget categories have slowed down the pace of upgrades and enhancements. The biggest impact is the lack of a program for technology refresh. The Technology Jump Start funding is down to approximately $140,000 from its original budget of $1,000,000. Refresh is done sparingly and the last plan approved by the Technology Oversight Task Force involved upgrading computers in place with additional memory and the latest operating system and applications software.

Resource allocations received over the past three years have been used as effectively as possible. While the amount allocated for leasing has been fairly constant, each new lease renewal benefits from Moore’s Law and results in better, more capable equipment for the same funding. IITS has also looked to deploy the most cost effective technologies making the best use of existing licensing agreements. One example is the recent move in voice mail from Cisco Unity to Microsoft Exchange, saving roughly $25,000. Allocations have increased to meet the financial obligations of enterprise software, as mentioned above. IITS’ software budget contains allocations for software used throughout the college such as TracDat, SchoolDude (Facilities), SARS CALL (Counseling), and TutorTrac (Student Success), Voyager (Library) and Laserfiche (enterprise-wide).

Please limit your response for Part 2 to one page.

1. Vision and Direction of Department/ Area

   A. As a result of your evaluation and the changes you may anticipate, in what direction do you envision taking your department for the next three years?

   B. Are there ways your department can better support the higher level goals of the Educational Master Plan, Superintendent-President, Board of Trustees, your VP's goals? (See http://www.lbcc.edu/Planning/CollegewidePlans.cfm)

   C. Are there any anticipated conditions or trends that might impact the department? How can the department prepare for these upcoming changes? What are some opportunities anticipated for the next three years that departments want to seize?

   D. What changes in the area of collaboration are needed to make this department more effective in its mission?

   E. Identify any areas where challenges in communication could be improved.

   F. Describe the feasibility of making the vision you have outlined a reality. How much can be achieved in the next three years? What are the resources or support (technology, office space, staffing, professional development, etc.) needed? What challenges do you anticipate?
Instructional and Information Technology Services will face significant challenges in the future as the community college system deals with continued budget cuts. Given that this scenario is unlikely to change dramatically in the near term, IITS will need to focus its energies on LBCC’s mission and core initiatives such as the Promise Pathways. To do so, the department will continue to seek out and deploy enterprise technologies that provide greater support and lower costs. Current examples include technologies such as Microsoft Exchange/Lync for unified communications, Microsoft System Center for workstation configuration and software installation and upgrades, WebCheckout for multimedia equipment asset management and deployment, ongoing eZLRN upgrades to provide a cost effective and pedagogically sound alternative to high priced learning management systems, virtual desktops and labs to more efficiently provide access to specific lab environments for students and faculty, as well as continuing to better utilize Peoplesoft and the data warehouse (Cognos). Secure identity management is another technology and business process that will enable the college to provide easier access across all of its systems and selected external systems for all users.

IITS can continue to support goals such as the Promise Pathways and the College Promise through the intelligent use of enterprise software such as Peoplesoft and Cognos. Good data is crucial to the success of these and other initiatives. We can use data to facilitate student success and access, e.g. placing students in the right classes using an automated transfer of transcript data. While a challenging goal in a world of declining resources, IITS will continue to assist the college community in using a variety of technologies that help us achieve all of our goals – educational, administrative, and professional.

As mentioned above, fiscal challenges will be present for the foreseeable future. Changes in technology come rapidly and IITS must be prepared to move quickly at times. Educational bureaucracies are not usually described as agile organizations but the innovators of the technologies that affect us can be. Our challenge will be to research carefully so that we can make the right decisions and when appropriate, move quickly. An example of this is the proliferation of the “Internet of Things”. Sprinkler systems, lighting systems, HVAC control systems, door lock systems, and fire alarms are all now part of the network infrastructure supported by IITS.

Collaboration and communication with other groups definitely needs to improve. Organizational boundaries create internal bureaucracies and collaboration can suffer. Communication and collaboration between IITS and Enrollment Services (A&R and Financial Aid) is one area that could be improved given the large amount of Peoplesoft and data warehouse work that both groups are collaboratively involved with. Internally within IITS there is still room for improvement in the areas of communication.

How feasible is this? In the last three years IITS has made great progress in supporting the Board and President’s goals notably in the areas of the College Promise and Distance Learning. The list of technologies that have been mastered by IITS staff in the last three years is also impressive – Cognos, Virtual Desktop Infrastructure (the basis for virtual labs), alternate telephony technologies and completing the move to Voice over IP, bringing web based authoring and other tools to eZLRN, and converting the video production facility to an all-digital format as well as establishing a rich YouTube site of educational and other materials.

What can we accomplish in the next three years? Though we face significant resource challenges, we will establish a common and secure identity management system for the campus community. This will facilitate the easy movement between systems particularly for our students. We will improve the access to and use of data to support student success. We will continue to support faculty with the sound integration of technology into their pedagogy to the limits of our staffing. We will continue to refine current data center technologies and find new ones to provide better services and reduce costs.

What do we need? We need people and budget to support these efforts. We need the continued support of our colleagues. We need patience and understanding as new technologies tend to cause fear, uncertainty, and doubt among some users. We need a culture of accountability while also supporting the efforts of our co-workers.
**Part 3: Evidence of Staff Participation in Program Review**

Please limit your response for Part 3 to one page.

1. Please describe how the department staff participated in the program review process (i.e., staff meetings, online collaboration such as Google Docs, department retreat, etc.). Please include specific dates for meetings held or activities conducted.

Jay Field held small group meetings with each Director and their staff within IITS to discuss program progress and goals.

- Applications Development & Support – October 3, 2011
- Network Services – October 10, 2011
- Instructional Technology & Distance Learning – October 21, 2011
- User Support & Web Development – October 25, 2011

Reviewed with IITS Directors – March 8, 2012
Sent via email to department staff for comment – March 12, 2012

2. Please list names and titles of all those who participated in this program review.

Jay Field, Associate Vice President, Instructional and Information Technology Services
Mark Guidas, Deputy Director for Network Services
Cindy Hanks, Deputy Director for Academic Computing & Multimedia Services and Support
Mae Sakamoto, Director for Applications Development & Support
Amit Shai, Director for Instructional Technology & Distance Learning
Scott Voelker, Deputy Director for User Support & Web Development

Comments were received from various individuals in the department after it was emailed to everyone in the department. The comments received were integrated into the document.

**Additional Comments (optional; limit to one page)**