ITS Coconino Community College Non-Academic Program Review 2017

I.   Executive Summary

Information Technology Services is the college unit responsible for technology services and support. It strives to transform the teaching, learning, and business environments. It provides a myriad of services, and maintains the technology environment in a manner that it can support those services.

The goals of the Coconino Community College ITS Department are aligned with the college strategic plan in numerous ways. (See Appendix B-CCC Initiatives)   The goals that support the College's strategic plan are:

> Goal I: Maximize Student Success and Improve the Student Experience

> Goal II: Advance Administrative Support Technology

> Goal III: Enhance the Online Experience, Improve Access to & Delivery of Distance Learning

> Goal IV: Foster Innovative Use of Technology

> Goal V: Strengthen Technology Infrastructure, Operations & Efficiencies

ITS personnel are involved in a variety of college functions, workgroups, and committees. Notable ones within the college governance structure include College Council, Technology Committee, Instructional Technology Committee, Facilities Committee, Academic Council and Administrative Council.

With regards to facilities and equipment, facilities are largely adequate though some improvements are warranted and being sought. For equipment, ITS is equipment/technology dependent in order to deliver services and provide a stable environment. A variety of recommendations are included in the ITS Plan. (appendix B)

In terms of budget, ITS participates in the annual budget cycle process and is provided with the resources based on need to operate. The challenge with recurring costs is their yearly escalation. For the first time, a plant fund has been established to be used starting in FY2018 that will enable ITS to plan for the life cycle replacement of technology. This new aspect of technology planning and expenditures will assist with providing a resilient and reliable technology environment for the college.

The program and services review reveals that, of those services assessed, the college community is largely satisfied with the delivery and nature of the services. A more comprehensive assessment could be conducted in the future to capture feedback on the broader range of services provided by ITS.

The SWOT analyses identified several areas of both benefit and concern, including personnel, regional issues, and collaboration opportunities.

Planning for technology is challenging, and a college-wide planning effort will most enable ITS to plan adequately for the college's future. ITS as a program is dependent on the goals, aspirations, and direction of the college as a key part of the organization. ITS also has the capacity to lead and be a catalyst for transformation. By working as partners within ITS, among college departments and leadership and the external community, positive changes will take place.

II.   Program Overview (Narrative)

Information Technology Services is the college unit responsible for technology services and support. ITS is separated into two teams that work closely. In very broad terms. the Client Services Team is responsible for most user facing technology and the Infrastructure Team is responsible for providing the technology environment that allows the systems to work together. ITS strives to transform the teaching, learning, and business environments through the following services and functions:

- Client Services:
    - Help Desk Support
    - End user support of LMS, Canvas
    - Computer Labs and Mobile Computer Carts
    - Classroom Technology
    - Interactive videoconferencing (ITV)
    - Computer deployment and maintenance
    - Public website, student portal, and employee portal/Intranet
    - Application software license management, installation, and support
    - Audio/visual services and support
- Infrastructure Services:
    - IT security and protection
    - Local, metro, and wide area networking, including wireless and IoT
    - Telephony services
    - Printing/scanning services
    - Information systems and storage management, support, and integration services
    - Maintaining connections and configurations with exterior entities such as Canvas LMS, Student Portal and NAU.
    - ERP systems management and support
    - Directory and account management
    - Assisting with compliance requirements.
    - Disaster Recovery and Business Continuity

III.   Program Mission, Goals, and Objectives

A.   Provide Program Mission, if applicable

ITS endeavors to provide excellent service, support and reliability to our clients, both internal and external, in respects to all aspects of technology.   By doing so, all aspects of the college are enabled to function and focus on student success.

B.   Goals and Objectives

ITS has five strategic goals along with a myriad of objectives and tactical initiatives under each goal. These goals are aligned with the College Strategic Plan in terms of their support for the college goals. The complete plan is found as an attachment to this program review (Appendix B). In short, the goals and their alignment with the College Strategic Plan are listed below:

1. Goal I. Maximize Student Success and Improve the Student Experience
   a. Leverage Technology to increase enrollment
   b. Bring Your Own Device (BYOD)
   c. Business Process Review
2. Goal II: Advance Administrative Support Technology
   a. E-Signatures
   b. Intranet Upgrade
   c. Shared Services
   d. Course and Resource Scheduling.
3. Goal III: Enhance the Online Experience, Improve Access to & Delivery of Distance Learning
   a. Evaluate and enhance distance learning modalities to increase student success
4. Goal IV: Foster Innovative user of Technology
   a. Standardize classroom technology experience
   b. Lecture capture software pilot
5. Goal V: Strengthen Technology Infrastructure, Operations and Efficiencies
   a. IT Business Process Review

IV.   Changes/Improvements since Last Review (if applicable)

A.   Recommendations from most recent program review and/or advisory Committee

While this is the first official departmental program review, there have been many reports submitted and presented that show that the department has been functioning at a high level for several years. Some of these items are:

- Storage array upgrade
- Disaster Recovery and Business Continuity Systems
- Web site redesign

- Upgrade of core networking components
- Wireless Network Upgrade
- Student Portal release
- Deployment of Windows 10
- Encryption of desktop computers.
- Advancements in Banner EX/9
- Department reorganization

ITS has two advisory committees – Technology Committee and Instructional Technology Committee. These are both incorporated into the college governance process, and chartered by College Council. The Assistant Director of Client Services chairs the Technology Committee and co-chairs the Instructional Technology Committee. For the past two years, the following recommendations and resulting actions were taken:

Technology Committee

- To revise the Technology Tuition Allocation Procedure to more clearly define the conditions under which the technology tuition allocation can be used
    o Action: The procedure was revised and sent to all college personnel for review and comment, upon which it was reviewed by College Council and passed as revised.
- Review of the multi-year Technology Plan
    o Action: The plan was reviewed and feedback sought. No substantive recommendations for changes were received.
- Review of the Academic Technology budget
    o Action: One of the requirements of the Technology Committee is a yearly review of the Academic Technology budget. No substantive recommendations for changes were received.
- Review of the Screen Lock Procedure draft
    o Action: The Screen Lock Procedure draft, new for the college, was reviewed and no changes were suggested. College-wide feedback was sought, and it was presented to College Council for approval. College Council approved the procedure and it is now in operation.
- Review of the Account Expiration Procedure draft
    o Action: The Account Expiration Procedure draft , new for the college, was tabled due to the college's identity management system not being programmed to disable accounts.
- Review of the Password Procedure
    o Action: The Password Procedure draft, new for the college, was reviewed and after determining that our process for the initial password was in accordance with FERPA requirements, the procedure was sent out college-wide for review and comment. The procedure was subsequently approved by College Council and is now in operation.
- Video-facilitated Classroom Instruction Delivery Plan draft

- o Action: A video-facilitated Classroom Instruction Delivery Plan was developed to assist with the future direction of synchronous distance learning. The plan was reviewed by the committee. No substantive recommendations for changes were received.

Instructional Technology Committee

- Review of the Computer Replacement Cycle
  - o Action: The committee reviewed the computer replacement cycle. No substantive changes were recommended.
- Faculty to faculty showcase of technology integration was proposed
  - o Action: Two faculty members presented their use of the smartboard during the EDD presentation on Technology in the Classroom
- Resource Center for Students Canvas course
  - o Action: The Resource Center for Students Canvas course was reviewed at the request of Laura Rosensweet from Student Development. Recommendations for improving student use and access were provided.
- Review aggregate Canvas analytics to offer suggestions on improving the use of Canvas for its educational benefits to students
  - o Action: The Canvas health check analysis was shared with the committee. It was determined that the data did not suggest any changes to Canvas.
- Survey students and faculty on their use of technology
  - o Action: The committee recommended that the college participate in the EDUCAUSE Student Use of Technology Study. The students were surveyed in Spring 2017 and results will be available from EDUCAUSE in the fall timeframe.
  - o Action: The committee recommended that the college create a basic survey to gather the experiences of the faculty in terms of their use of instructional technology. It was conducted in early May through the IR office and the results have been compiled for review by the committee when it meets in September 2017.

V.   Personnel, Facilities, Resources and Funds

A.   Personnel
ITS has two distinct teams, Infrastructure Services and Client Services. There is considerable collaboration on projects initiatives and daily duties. The following description is based on a recent reorganization in Spring 2017. See organizational charts for more detail. (See appendix C – ITS Organizational Chart)

- Client Services is comprised of Client Service analysts, and the associated personnel, led by the Assistant Director of Client Services, who also serves as a senior professional. Client Services also incorporates the Helpdesk. The Helpdesk has a manager as well as two fulltime support technicians. The

helpdesk is also staffed by three part time workers and as many as four Federal Work Studies or Student Wage workers.

- Infrastructure Systems is comprised of mostly senior level professionals responsible for systems, applications and integration, database administration, networking and storage. The team has a junior level network technician that is being coached and developed into a positon where he can advance to the higher levels. The team is led by the Assistant Director of Infrastructure Systems, who also serves as a senior professional.

Professional development opportunities are provided in conjunction with the yearly established professional development goals. These goals are established jointly by the incumbent and the supervisor. Challenges include limited funding and time opportunity. Funding is provided for conferences, online training, in person training and online reference resources.   Completion of the goals is reflected in the annual performance evaluation of the employee.

B.   Facilities and Resources

Facilities: ITS is housed primarily on the Lone Tree campus in Building 100. It contains the Help Desk, office space, a data center and testing room, and a training room with computer stations and a data/video projector. ITS also operates the open computer labs and supports two Instructional Interactive Television Video(ITV) classrooms, three computer classrooms, three Smartboards, the placement testing lab and three mobile computer carts. The Help Desk at Lone Tree is well situated in front of the open computer lab and in the section of the building devoted to student support services.

The office space, adjacent to the Help Desk, is inadequate for the personnel, and plans are being developed to reconfigure the space to accommodate the Assistant Director positions and the new Infrastructure Tech II position. The change from a Chief Technology Officer to Chief Innovation Officer (the latter who will not be located in the ITS space) has provided an opportunity for the reconfiguration.

The 4th Street Campus provides in person support through a small helpdesk that is located in the computer lab. The 4th Street site also houses a small secondary data closet that serves local services, backup repository and as the Disaster Recovery Site infrastructure. The 4th Street Campus also houses one ITV Classroom, two Smartboards a fee based testing center as well as one Mobile Computer Cart.

The Page campus has no dedicated Help Desk; students and employees contact the Help Desk by telephone, email, remote management tools and the Track-it ticketing system. The Page Campus houses one computer classroom, a small computer lab, a small testing center, two ITV Classrooms and five Movi Desktop stations (Desktop ITV Clients.)

Equipment: In terms of equipment, ITS is very technology equipment dependent to provide its services and functions. The Data Center houses a myriad of servers, network and storage devices. As mentioned, classrooms are equipped with computers,

projectors, and related instructional technology devices. Three conference rooms contain projection technology. Digital displays are located throughout the Lone Tree campus, with one at Fourth Street. The instructional video technology that provide distant sites with interactive video, also known as ITV or videoconferencing, comprises both control units in the Data Center and endpoints in selected classrooms. It can also function using software-based endpoints operating on standard computers equipped with cameras and microphones.

While not usually capital good, ITS is also responsible for numerous software applications, most notably those used to operate the institution or provide for instruction. These include Banner as the Enterprise Resource Planning (ERP) system, a student portal (MyCCC), a student advising and retention system (Starfish), and the learning management system (Canvas). Some systems are housed on premise, such as Banner, while others in the list are hosted remotely and accessed using our Internet connection.

Part of our Microsoft Site License provides the complete MS Office Suite which is loaded on every computer as well as many other resources that the college also takes advantage. The college participates in ProPlus, which enables faculty and staff to download and use copies of MS Office while they are employed by the college.

The software catalog for CCC is extensive. Licenses are managed by ITS and deployed on the appropriate computers to provide the intended functions with the intended individuals or groups. All software is vetted and tested by ITS before installation for general use.

A trend in the ITS Industry is for software applications to be provided "in the cloud" rather than housed locally. CCC's ITS has been evaluating these types of services when applicable. Some issues that need to be addressed are sufficient Internet bandwidth, data protection, data security, less local control that results in decisions that are not being made at the local level (such as when maintenance windows, feature changes etc) and end user experience that is frequently out of our control.

C.   Finances

ITS is provided with two budgets, Academic Computing and Administrative Computing. They support contracted services, supplies, repairs, consumables, software licenses, maintenance contracts, telecommunications, and travel and professional development. Each year, the department reviews the needs for the upcoming year and submits a budget to reflect the anticipated programs and services. Any increase requests are submitted separately as an incremental request. The Academic budget receives a set amount from the Technology Tuition Allocation, and is supplemented to cover additional expenses as proposed and approved.

ITS also has access to the STEM budget and the EQUIPMENT budget, two college funds where departments propose products and services to be supported by the funds. STEM is used for academic activities, and EQUIPMENT for administrative or general purposes.

Proposals are forwarded at the announced time, generally within the same budget year as when the expenses are made.

In terms of trends, the software and hardware used to support college activities has grown steadily, and the budget has been allowed to grow with it. Yearly operating costs will continue to climb, as well as traditional software license and maintenance contracts trending towards adding incremental cost increases yearly. ITS continually examines the software and maintenance contract profile and looks for ways to reduce expenses, whether by selectively taking equipment off contract (and instead purchasing spares), renegotiating contracts or finding less expensive suppliers, or finding less expensive substitute products.

For the first time, a plant fund has been established to be used starting in FY2018 that will enable ITS to plan for the life cycle replacement of technology. This new aspect of technology planning and expenditures will assist with providing a resilient and reliable technology environment for the college.

Expenditures without personnel expenses:

2015 – Academic Budget Actuals

- Professional Services $N/A
- Supplies and Materials $129,800
- Fixed Charges $286,434
- Utilities & Communications $385
- Travel and Training $543
- **Total**   **$492,546**

2016 – Academic Budget Actuals

- Professional Services $7,370
- Supplies and Materials $188,938
- Fixed Charges $286,797
- Utilities & Communications $385
- Travel and Training $3,928
- Total $**487,417**

2017– Academic Budget Actuals

- Professional Services $2,736
- Supplies and Materials $311,259
- Fixed Charges $339,247
- Utilities & Communications $385
- Travel and Training $2,258
- Total $**655,845**

2015 – Administrative Budget

- Professional Services $476,496
- Supplies and Materials $38,527
- Fixed Charges $204,974
- Utilities & Communications $116,412
- Travel and Training $5611
- Capital Equipment $135,751
- Total   **$977,771**

2016 – Administrative Budget

- Professional Services $401,794
- Supplies and Materials $36,098
- Fixed Charges $211,980
- Utilities & Communications $113,622
- Travel and Training $2086
- Capital Equipment $281,138
- Total   **$765,581**

2017 – Administrative Budget

- Professional Services $441,043
- Supplies and Materials $112,839
- Fixed Charges $211,719
- Utilities & Communications $120,746
- Travel and Training $4008
- Capital Equipment $N/A
- Total   **$890,354**

VI.   Partnerships and Collaborations, if exist

A.   Internal

In addition to the Technology Committee and Instructional Technology Committee, ITS is also involved in the following groups:

- Banner Workgroup – oversees the operation of the Banner administrative suite
- Administrative User Group – governance committee for major decisions regarding Banner
- Strategic Enrollment Management Workgroup – examines enrollment data and offers recommendations on enrollment from a strategic perspective
- Academic Council – chaired by the Provost, provides a forum for discussion of academic topics
- Many other committees are attended and represented by the Information Technology Services Department such as the Facilities committee and the Employee Events committee.

Further collaborations exist between The ITS Department and the many departments such as Academic Affairs, Registration, Financial Aid and The Teachers Learning Center (TLC) to further initiatives driven by the college. These include DegreeWorks, Starfish, Early Alert, the myCCC Student Portal and many others.

B. External

- CCC's ITS and NAU's IT department have established periodic meetings to discuss items of mutual interest and collaboration. This has expanded to include representation from Mohave Community College, Yavapai College as well as Northland Pioneer College.
- The Technology and Library workgroup meets once every two months to discuss items of mutual interest.
- The CCC CTO and NAU CIO met and corresponded periodically to identify possible areas of collaboration. Those initiatives are in varying states of consideration.
- CCC's ITS Leadership are part of the Arizona Community College Technology Officer Group. The ACCTO group discusses current issues and solutions that other college IT departments are experiencing. The group also organizes an annual symposium of the Arizona Community College IT departments.

VII. Customer and Services Review
   A. Review of Provided Services

The ITS department's primary purpose is to develop, provide and maintain an environment that allows the educational process to occur.

Several of the services listed in the Program Overview section are evaluated each semester through the ITS Help Desk Survey, which is has been sent out to all students and employees each semester since 2014. The summary results are provided in Appendix A. Those services assessed are:

- Help desk responsiveness and problem resolution involving a myriad of issues including account issues, software issues, hardware issues and various connections to cloud services.
- Video Conferencing & ITV (interactive videoconferencing)
- Computers on Wheels (C.O.W.) Mobile Computer Carts
- Wireless (wi-fi) connectivity
- Computer labs
- Mobile checkout process
- Student Gmail

However, an analysis of the data reveals that those responding (in which student response averaged a score of 67 and faculty/staff averaged a score of 61) that overall satisfaction with the services is high. Individually provided comments and suggestions for improvement are reviewed each semester to determine if patterns exist whereby actions should be taken.

B.   Support of Students, Faculty, Staff

As ITS provides services to all students, faculty, and staff, and in some cases prospective students and visitors, the demographics include the entire population of the college. Services and support provided by ITS are a reflection of and in support of college programs and services. ITS also examines the trends in higher education and the general technology marketplace to plan and consider changes to its services and technology.

VIII.   Analysis

A.   SWOT Analysis

1.   Internal Factors – What do you see as the internal strengths of the program? What are the internal challenges?

STRENGTHS	WEAKNESSES
- Motivated, skilled, enthusiastic staff members - Budget support - Computer life cycle replacement - Operational maturity	- Varying staff skill levels - Lack of skill set redundancy - Consistent Documentation
OPPORTUNITIES	THREATS
- Professional development - Participation in college planning and strategy development - Refresh/upgrade of older technology are opportunities for	- Lack of prioritization threatens projects already underway - Overwhelming staff with demands for services and improved systems

providing new and beneficial services		Requests for custom development
• Students are increasingly accepting of using technology for learning and college business		• Employee breaches

2.   External Factors - What are the external opportunities of the program? What are the external weaknesses?

STRENGTHS	**WEAKNESSES**
• The higher education technology suppliers are providing increasingly sophisticated products to address higher education issues	• Qualified IT personnel are difficult to find in the region • Cost of living and lack of housing in region negatively affects recruitment of IT personnel • Local IT support and services are minimal in Flagstaff • Lack of reliable, high speed Internet access in our service region
OPPORTUNITIES	**THREATS**
• Collaboration with other AZ higher education institutions may provide opportunities to lower costs or personnel time in delivery of services and/or the availability of new services • Using technology to reach students who cannot be present at one of our physical sites	• Costs for technology, particularly support costs, rise yearly • Cybercrimes, malware, spyware, phishing • Onsite support from external providers requires their time and scheduling to travel to our locations • Difficulty serving the more remote locations of the county due to geography and availability of services (such as high speed Internet)

B.   Support of Students
1. The definition of student success for the Information Technology is that Students are able to utilize the technology and systems that are provided by the college to achieve successful completion of classes and programs. The ITS Department supports technology use in events and presentations.
2. Nearly every class is impacted by technology which means that the entire student population is impacted by what the ITS department provides in services and support.

- o Populations not being served include the rural populations that do not have access to the Internet
- o The only students not directly impacted by ITS equipment would be some of the Pottery classes.
- o The ITS Department is actively working to address reaching the rural areas with technology to enable the learning process.
3. The ITS Department utilizes a survey that is conducted bi-annually to help assess services provided.   Results are compared to other surveys and actions are decided by ITS Management if changes are needed. (See Appendix B) The department also involved leadership from all other departments to insure that the ITS team is actively supporting the college's needs and initiatives. The ITS Strategic Plan document (Appendix C) is also aimed at making sure that the ITS Department stays on track with college initiatives.

IX.   Recommendations and Future Directions

A.   1 to 3 Year Recommendations

See Appendix B, CCC ITS Initiatives. In addition, it is recommended that the college continue with its improvements of the student experience as identified in the 2016-2017 Business Process Review.

B.   Revision of Current Goals, if applicable

The goals in the current ITS plan continue to be applicable, however, they will be examined yearly and in particular, will be aligned with any new college strategic plan.

The goals are:

Goal I: Maximize Student Success and Improve the Student Experience

Goal II: Advance Administrative Support Technology

Goal III: Enhance the Online Experience, Improve Access to & Delivery of Distance Learning

Goal IV: Foster Innovative Use of Technology

Goal V: Strengthen Technology Infrastructure, Operations & Efficiencies

C.   Future Direction (5 year view)

The evolution of technology is "fast and furious". It is challenging to separate fads from trends, and find valuable applications of technology to significantly support and transform teaching, learning, and higher education administration. The ITS program is dependent on the Strategic Plan, college and departmental goals,

aspirations, as well as the direction of the college overall. (See the list below for projects related to the Strategic plan.) However, the ITS department has the capacity to lead and be a catalyst for transformation within the college. Only by working as partners, within ITS, among college departments and leadership, and the external community, will such positive changes take place.

Goal I. Maximize Student Success and Improve the Student Experience
   a. Leverage Technology to increase enrollment
   b. Bring Your Own Device (BYOD)
   c. Business Process Review
Goal II: Advance Administrative Support Technology
   d. E-Signatures
   e. Intranet Upgrade
   f. Shared Services
   g. Course and Resource Scheduling.
Goal III: Enhance the Online Experience, Improve Access to & Delivery of Distance Learning
   h. Evaluate and enhance distance learning modalities to increase student success
Goal IV: Foster Innovative user of Technology
   i. Standardize classroom technology experience
   j. Lecture capture software pilot
Goal V: Strengthen Technology Infrastructure, Operations and Efficiencies
   k. IT Business Process Review

Appendix A: CCC Helpdesk Survey Results (Separate file)

Appendix B: CCC IT Initiatives (separate file)

Appendix C: Organizational Charts (separate file)

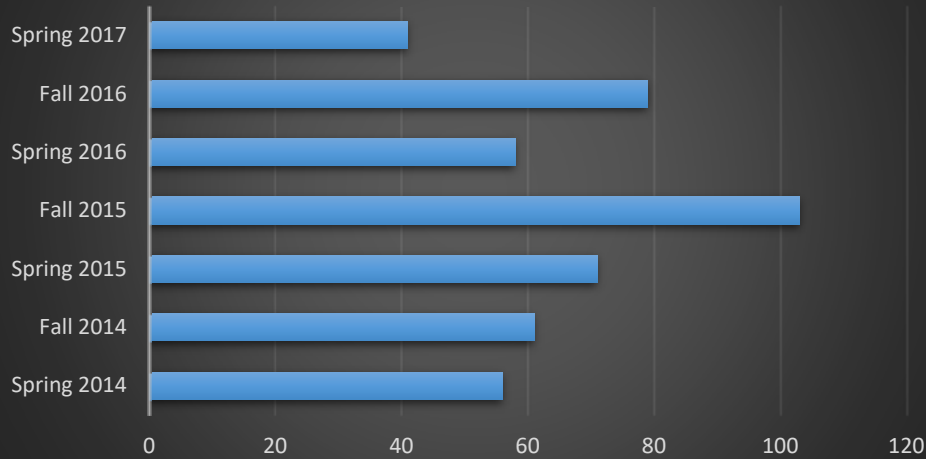# ITS Help Desk Survey : Spring 2014 – Spring 2017

Student	KEY: 1 - Poor 5 - Excellent	Faculty/Staff

Total Responses
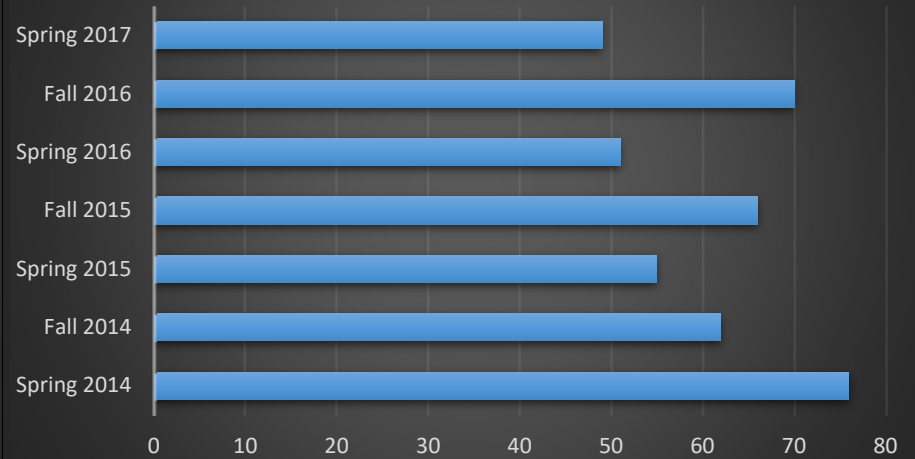
Spring 2017
Fall 2016
Spring 2016
Fall 2015
Spring 2015
Fall 2014
Spring 2014

0   20   40   60   80   100   120

Total Respones:

Spring 2017
Fall 2016
Spring 2016
Fall 2015
Spring 2015
Fall 2014
Spring 2014

0   10   20   30   40   50   60   70   80

During your last request for assistance, did you receive help in a timely manner?

Spring 2017
Fall 2016
Spring 2016
Fall 2015
Spring 2015
Fall 2014
Spring 2014

0%   20%   40%   60%   80%   100%

■ No   ■ Yes

During your last request for assistance, did you receive help in a timely manner?

Spring 2017
Fall 2016
Spring 2016
Fall 2015
Spring 2015
Fall 2014
Spring 2014

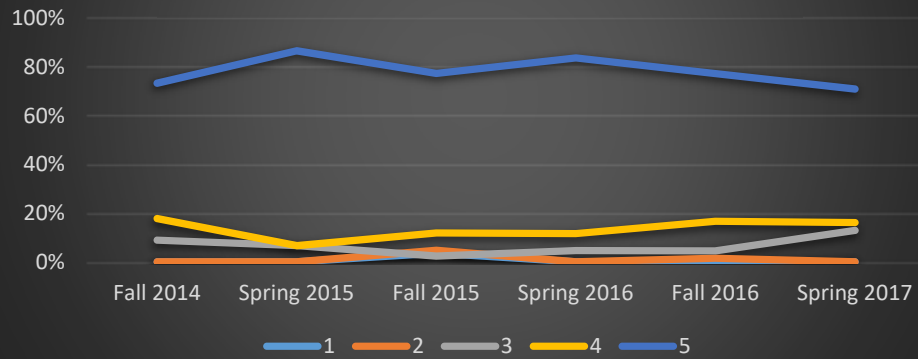0%   20%   40%   60%   80%   100%

■ No   ■ Yes
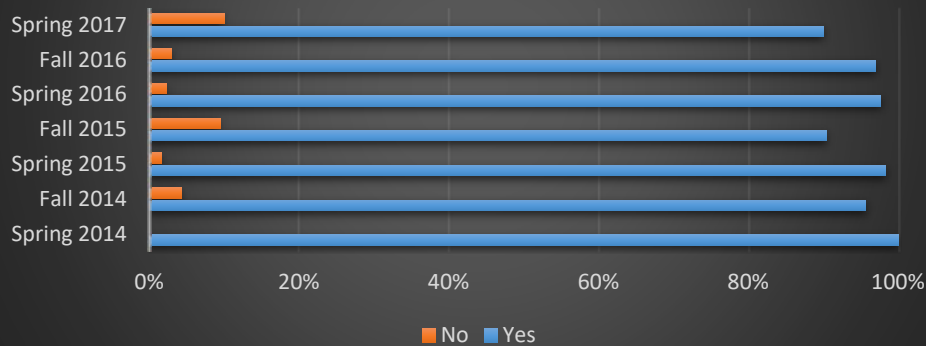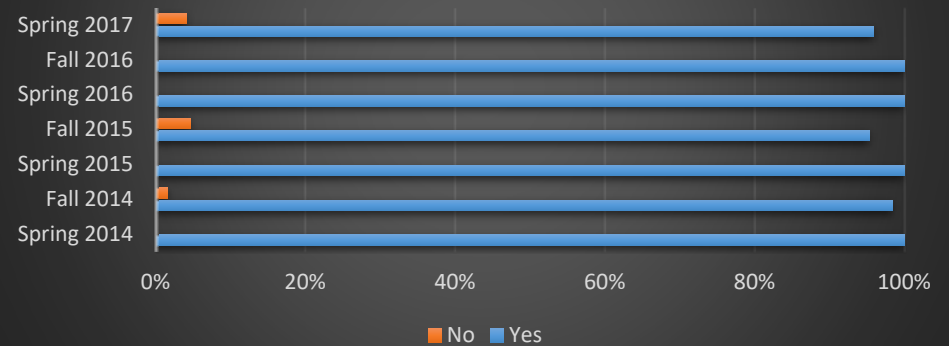
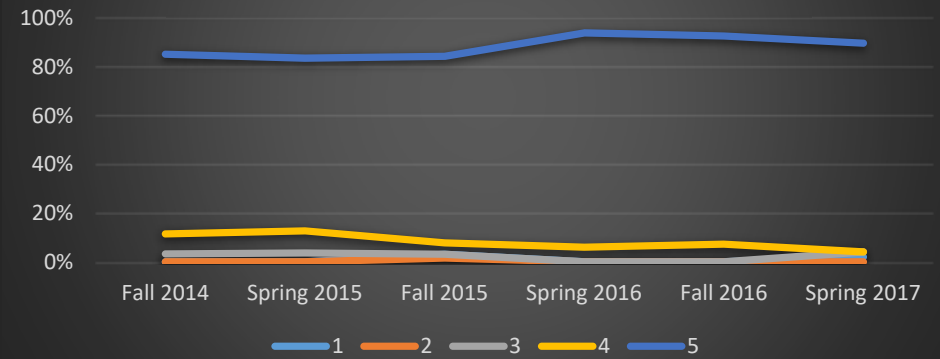How important would you say having a Help Desk is to you? (1-5)
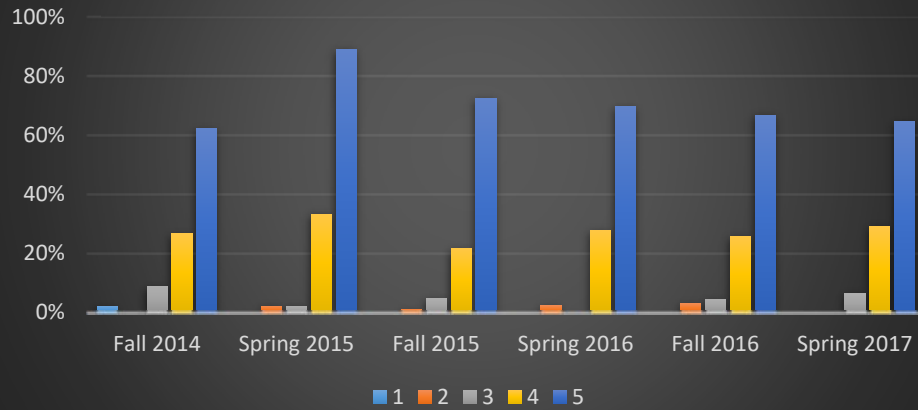
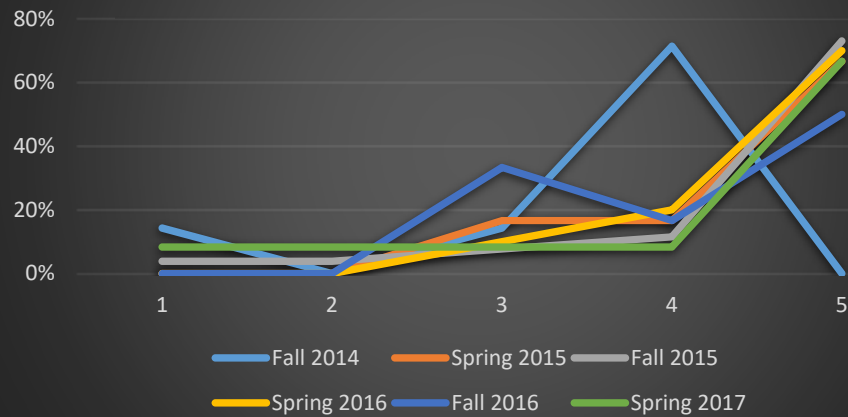How important would you say having a Help Desk is to you? (1-5)
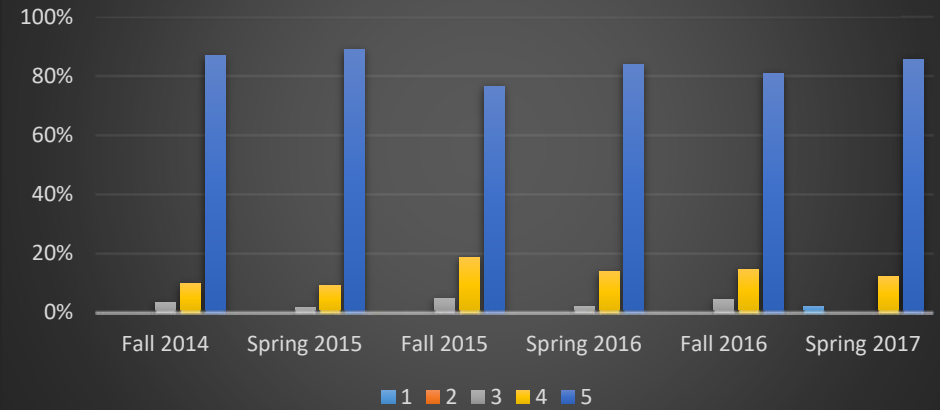
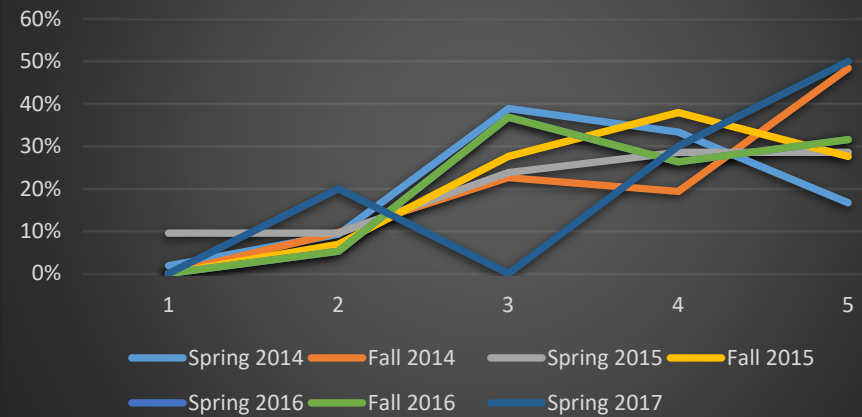How would you rate your satisfaction with the service provided?

How would you rate your satisfaction with the service provided?

How would you rate your overall satisfaction with ITV? (Student)

Legend: Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017

How would you rate your overall satisfaction with ITV? (Faculty/Staff)

Legend: Spring 2014, Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017

ITS Help Desk Survey : Spring 2014 – Spring 2017
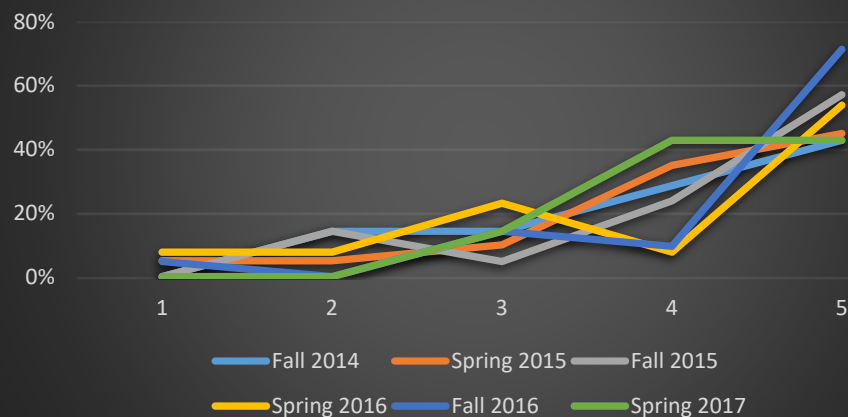
Student

KEY:
1 - Poor
5 - Excellent

Faculty/Staff
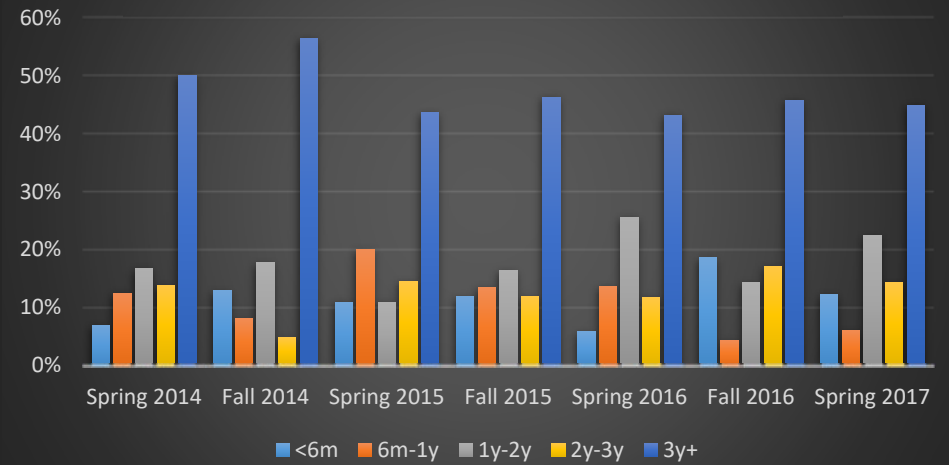
How would you rate your experience with the C.O.W.? (Student)

Legend: Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017

How would you rate your experience with the C.O.W.? (Faculty/Staff)

Legend: Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017

How long have you been at CCC?
(Count-based bar chart by term: Spring 2014, Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017. Series: <6m, 6m-1y, 1y-2y, 2y-3y, 3y+)

How long have you been at CCC?
(Percentage-based bar chart by term: Spring 2014, Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017. Series: <6m, 6m-1y, 1y-2y, 2y-3y, 3y+)

How would you rate your overall satisfaction with the CCC wireless?
(Line chart, x-axis 1-5. Series: Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017)
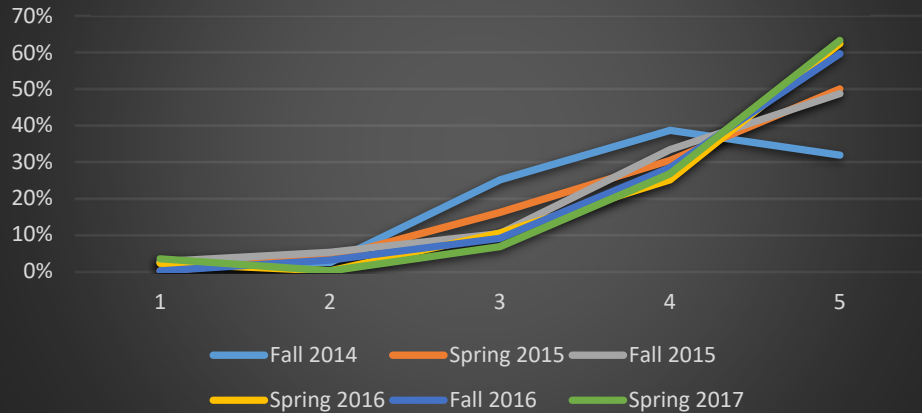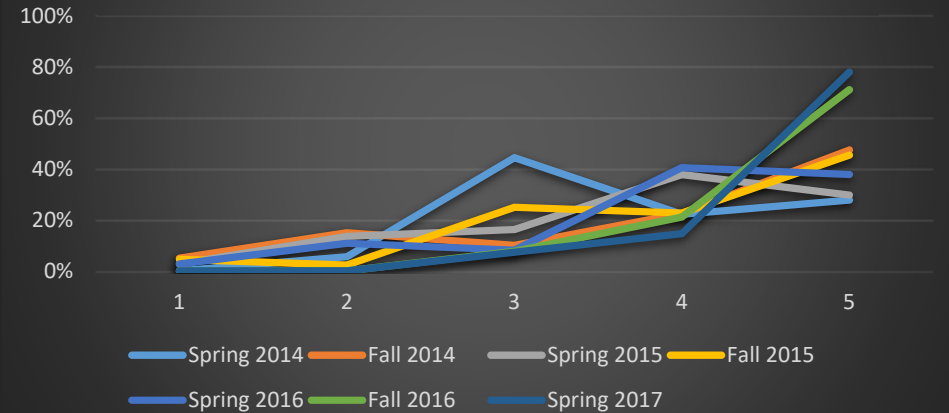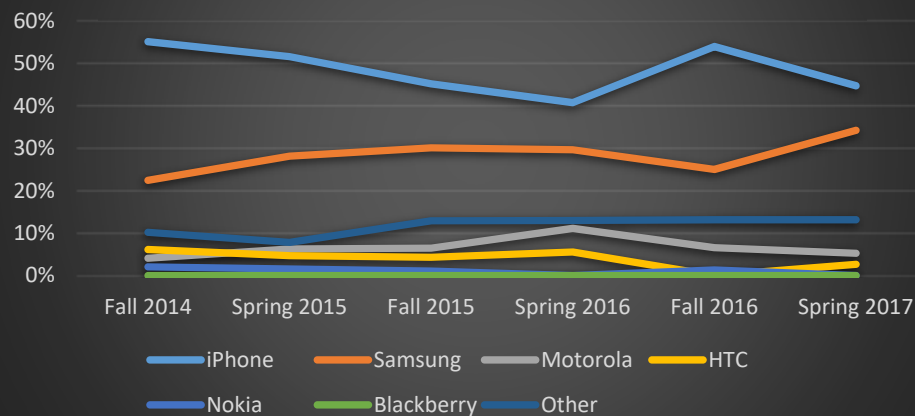
How would you rate your overall satisfaction with the CCC wireless?
(Line chart, x-axis 1-5. Series: Spring 2014, Fall 2014, Spring 2015, Fall 2015, Spring 2016, Fall 2016, Spring 2017)
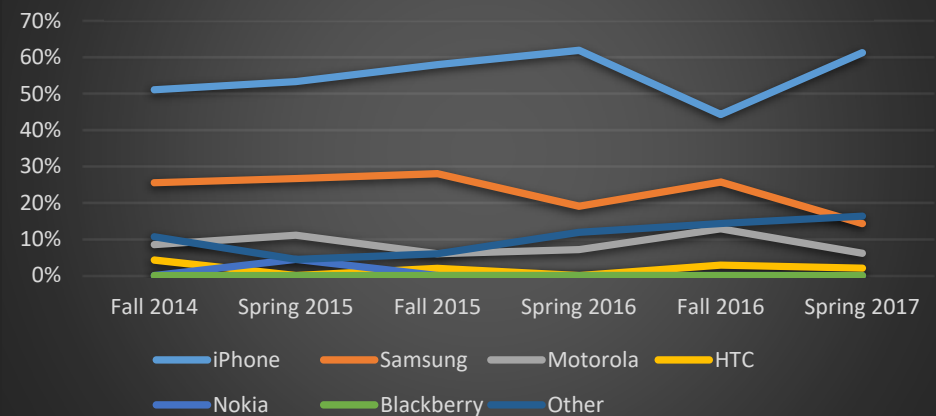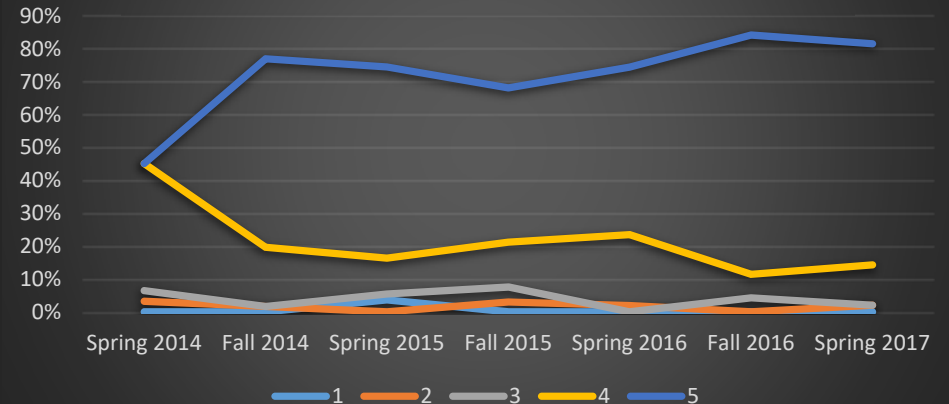
ITS Help Desk Survey : Spring 2014 – Spring 2016

Student
Other/Suggestions

Faculty/Staff
Other/Suggestions
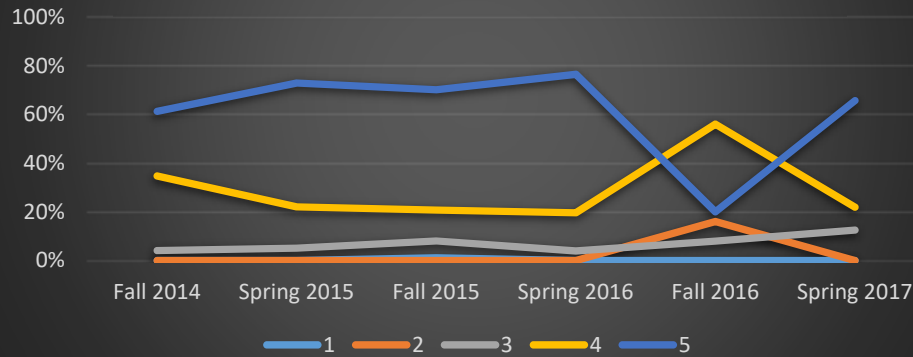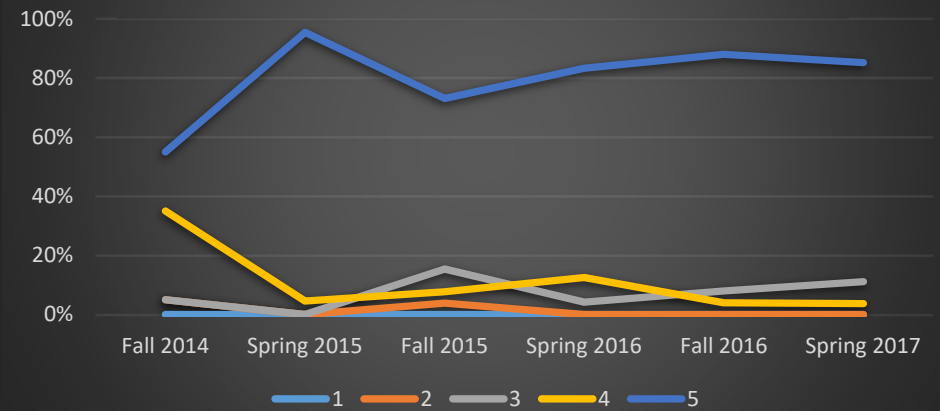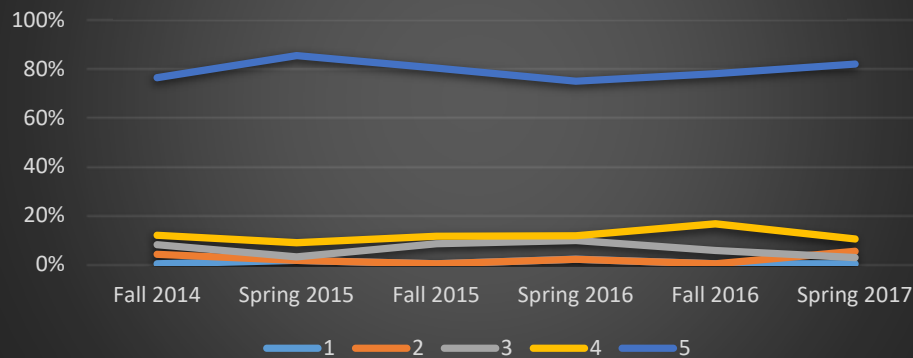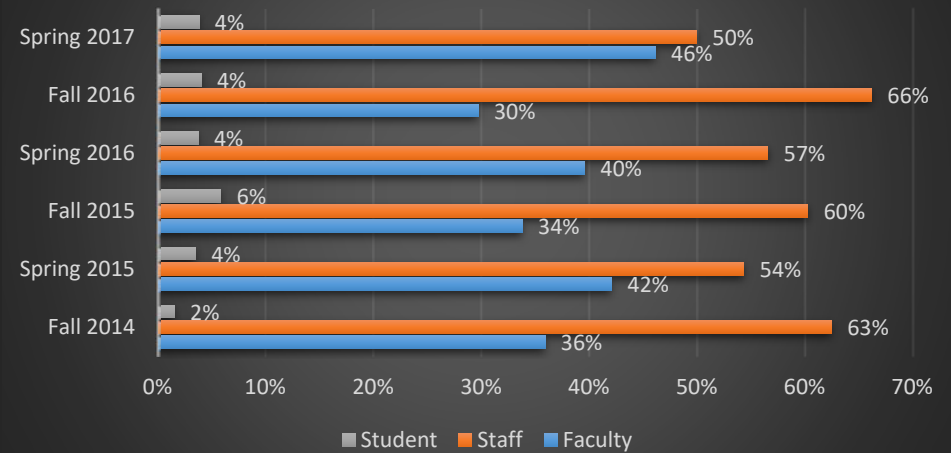
- Holograms.
- Better retention.
- Extended hours.
- Internet connectivity is the only issue that I feel needs to be addressed.
- More trained, qualified coverage at help desk.
- More technical support team members.
- My only solid recommendation for improving things is to make IT helpdesk more accessible to students during weekends.
- Instant chat service.
- Just try to keep a smile on your faces, I know sometimes its not easy. Thank you.
- The employees could respond to loud talkers.
- Snapchat feed.
- Faster speed internet.
- Better areas for discussions.
- Soft music.
- Free Coffee.

- Wear superhero capes.
- Quicker response.
- Follow ups.
- Mostly Help Desk folks are funny, warm, friendly and helpful. So, on the rare occasion that you hire someone who lacks these qualities, it really stands out.
- More consistent coverage
- Produce an annual report detailing the types of questions you have received from students, and send it to all Academic Affairs employees.
- Attend faculty orientations and let the faculty get to know you.
- There should be an alternative person to contact rather than a student worker at the Help Desk.
- MORE HOURS, MORE TRAININGS
- Make sure that people who are assigned to answering telephones have solid communication skills.
- Answer the phone with people
- Please find a way to turn off the cameras in Rooms 122 and 124.

Appendix B: CC IT Contributions to Strategic and Tatical Plans											
Organizational											
PROJECT DELIVERABLE/MILESTONES	**DESCRIPTION**	**Formerly CWI Scope**	**Strategic Plan**	**Tactical Plan**	**START DATE**	**TARGET DATE**	**FY2017**	**FY2018**	**FY2019**	**STATUS**	**RESULTS**
CIO	Description										
Provide Executive Leadership (CIO/CTO) for IT	Provide administrative direction and guidance to the IT Assistant Directors.	X			7/1/15	6/30/17				In Progress	
5 Year Technology Tactical Plan	Develop a five year technology tactical plan with focus on process automation, process improvement, and sustainable operations of technology. Lead and coordinate implementation initiatives.	X			7/1/15	6/30/17				In Progress	
Assistant Directors											
Provide Executive Leadership (CIO/CTO) for IT	Provide direction and guidance to the IT department. Provide management and coordination of resources from all sources to include vendor and consultants college staff.	X			7/1/15	6/30/17				In Progress	
Ongoing support of operations and initiatives		X			7/1/15	6/30/17				In Progress	
Assist and provide guidance in the implementation of operational technology and procedures.		X			7/1/15	6/1/17				In Progress	

Plan Execution

Goal I: Maximize Student Success and Improve the Student Experience

PROJECT DELIVERABLE/MILESTONES	DESCRIPTION	Formerly CWI Scope	Strategic Plan	Tactical Plan	START DATE	TARGET DATE	FY2017	FY2018	FY2019	STATUS	RESULTS
Research and evaluate attendance taking tools and make recommendation for an optimal solution	Built into Banner XE	X	X		7/1/16	?		X		Pending	Dependent on whether the solution is adopted
Leverage technology to increase enrollment	Research, test, and leverage technology (similar to Pima CRM-based model) to increase communication/outreach to current and prospective students, apply e-commerce concepts to the course schedule/service menu, and automate triggered notifications throughout the student experience at CCC.		X		4/1/16	6/1/18	X	X		In Progress	Some elements were determined by the BPR and will be addressed in FY18; CRM solutions being examined
Leverage technology to increase enrollment	Evaluate online registration options that are user friendly		X		4/16/17	8/1/17	X	X		In Progress	Short-term improvement to admissions application; researched in FY17; expected implementation in FY18.
BYOD	Evaluate and deploy BYOD (Bring-Your-Own-Device) technology for students		X		7/1/16	6/1/17	X			Completed	Easy to use wireless connectivity now available; Google Cloud Print is tested for Cline Library and awaiting sub-agreement adoption
Business Process Review	Implement business process review recommendations to improve student services, including cross-training, pre-term and/or post-term meetings to improve quality and accuracy of services to students	X	X		10/1/16	6/1/18	X	X		In Progress	BPR conducted; transformation plan being executed in Spring FY17. Still in progress in FY18
Business Process Review	Implement Business Process Review for Accounts Receivable including correction detail codes, clean-up hold set-ups, develop comprehensive billing schedule, and enhance billing and payment process for students.	X	X		10/1/16	6/1/18	X	X		In Progress	BPR conducted; transformation plan being executed in Spring FY17. Still in progress in FY18
Mobile app	Identify and deploy a mobile app for students as an extension of MyCCC			X	10/1/17	8/1/18		X	X	Cancelled	Website and portal already mobile friendly. No need for this product.
Redesign the prospect online form	Improve the user experience with the prospect online form			X	6/1/17	6/1/18		X	X	Pending	
Financial Aid Report for DegreeWorks	Add the Financial Aid report in DegreeWorks as requested by Enrollment Services			X	7/1/17	6/1/18		X	X	Pending	

Goal II: Advance Administrative Support Technology

PROJECT DELIVERABLE/MILESTONES	DESCRIPTION	Formerly CWI Scope	Strategic Plan	Tactical Plan	START DATE	TARGET DATE	FY2017	FY2018	FY2019	STATUS	RESULTS
E-signatures	Evaluate outside vendors who allow for e-signatures and ability to submit documents via phone for all business functions of college		X		7/1/16	6/1/18	X	X		In Progress	Need for digital signatures need to be scoped to find appropriate solution.
Banner XE/9	Upgrade modules to Banner XE/9 and other enhancements	X			4/13/16	6/1/19	X	X	X	In Progress	Deployed. Still in operational testing and development.
Banner XE for Courses in Programs of Study (CPOS)	Upgrade associated modules to Banner XE to address Financial Aid compliance			X	4/1/16	6/1/18	X	X		In Progress	Delivered CPOS. Installed but Ellucian defects prevented implementation in production. Now awaiting fixes in Banner 9 and further development.
Upgrade all INB to Banner 9 administrative pages	Required due to Ellucian/Oracle support			X	4/1/16	6/1/17	X			Completed	Now in testing; expect training in May and June, cutover in June
Website Redesign	Position the website as a marketing tool			X	7/1/16	5/1/17	X			Completed	Cutover scheduled for May 22
Intranet (Sharepoint)	Redesign faculty/staff intranet site, deploy apps to provide mobile access		X		7/1/16	1/1/18	X	X		In Progress	Production site operational; working with depts to move content
Shared Services	Explore shared services with NAU		X		7/1/16	6/1/17	X	X	X	In Progress	NAU CIO and CCC CTO have identified areas of opportunity. Regular meetings between CCC, NAU and YC ITS Departments continue.
Support initiatives from HR BPR	Assist HR with technology to implement recommendations from recent BPR			X	4/1/16	6/1/18	X	X		In Progress	HR director has identified priorities and ITS is supporting
Course and Resource Scheduling	Evaluate and implement course and resource scheduling software	X	X		7/1/14	6/1/18	X	X		In Progress	Scope being defined, vendors being identified.
Implement Eliminame	Locate duplicate records in Banner and rectify			X	7/1/17	6/1/18		X		In Progress	Consultant scoping call complete. Project timeline being defined.
Bosscars cloud or replacement	Evaluate Bosscars cloud offering to reduce reliance on on-premise solution and implement if found worthy			X	1/1/18	6/1/18		X	X	Pending	

Goal III: Enhance the Online Experience, Improve Access to & Delivery of Distance Learning

PROJECT DELIVERABLE/MILESTONES	DESCRIPTION	Formerly CWI Scope	Strategic Plan	Tactical Plan	START DATE	TARGET DATE	FY2017	FY2018	FY2019	STATUS	RESULTS
Evaluate and enhance distance learning modalities to increase student success	Evaluate online programs, compare to best practices and make recommendations for improvement		X		4/1/16	?	X			Pending	eLearning has addressed this requirement; ITS in supporting role.
Upgrade synchonous classroom delivery environment - new access to remote areas - Currently ITV	Upgrade outdated hardware and expand options for distance learning to remote locations			X	7/1/13	6/1/19	X	X	X	In Progress	Replacement ITV units in classrooms to replace end of life units. Essential systems now under maintenance. Tested data connection to Kaibito but was not sufficient..

Goal IV: Foster Innovative Use of Technology

PROJECT DELIVERABLE/MILESTONES	DESCRIPTION	Formerly CWI Scope	Strategic Plan	Tactical Plan	START DATE	TARGET DATE	FY2017	FY2018	FY2019	STATUS	RESULTS
Engage faculty with technology	Develop faculty technology roundtable program			X	7/1/16	6/1/17	X			In Progress	Committee preferred to find available venues, such as EDD and perhaps during Faculty Committee meetings. Increase use of Coconotions to keep faculty informed and engaged with tech. Proposed consolodation of technology committees to a funcitonal group.
Deploy desktop virtualization	Deploy desktop virtualization software to reduce costs and provide a more personal user experience			X				X	X	Pending	Desktop virtualization may decrease PC costs but increases infrastructure costs. Needs analysis in FY18. May provide benefits for select cases.
Standardize classroom technology experience	Assess classroom technology, provide a consistent user interface and technology standards		X		4/1/17	6/1/18		X	X	In Progress	EDUCAUSE survey provided some data for assessment. Faculty assessment and design in FY18. Recommend for FY19 budget
Lecture capture software pilot	Pilot software to allow faculty to record classes and make available for students online, anytime, anywhere		X		7/1/16	6/1/18	X	X		In Progress	Skype for Business and WebEx are being tested for lecture recording features

PROJECT DELIVERABLE/MILESTONES	DESCRIPTION	Formerly CWI Scope	Strategic Plan	Tactical Plan	START DATE	TARGET DATE	FY2017	FY2018	FY2019	STATUS	RESULTS
Goal V: Strengthen Technology Infrastructure, Operations & Efficiencies											
Control paper, copying, printing tools	Expand PaperCut to include WebPrint for mobile printing, minimize non-multifunction printers to reduce costs			X	4/1/16	6/1/17	X			In Progress	Google Cloud Print has been chosen due to its feature set over PaperCut Mobile. Departments are dissuaded from purchasing printers separate from multi-function printer/copiers
Phone system life cycle replacement	Evaluate telephony options and recommend solution			X	7/1/17	7/1/18	X	X		In Progress	RFP to be prepared for summer 2017; implementation targeted for spring and summer 2018
Business process review of all IT processes	Document and optimize IT processes, procedures and policies		X		1/1/17	12/1/17	X	X		In Progress	This is a continuous improvement process. Processes improved thus far are increased cyber security filtering and security incident handling.
Windows 10 & Office 2016 deployment	Deploy Windows 10 and Office 2016 on all college computers			X	4/1/16	6/1/17	X			In Progress	Over 90% complete. Remainder in Fall 2017 except for those computers that do not meet minimum standards
Active Directory Repair	Rebuild Active Directory and apply identity mangement improvements			X	9/1/16	6/1/19	X	X	X	In Progress	New test environment built. Some cleanup completed. ITS Proceding with fix of AD enviroment. This will be an ongoing project with constant improvements.
Office 365	Evaluate Office 365 as a strategy to move email to the cloud, utilize ProPlus licenses for students and employees			X	10/1/16	12/1/17	X	X		Complete	ProPlus now available for employees. More work required for student domain. Office 365 to be evaluated in Summer 2017. Probable solution is to provide, "remote apps" as a solution rather than licensing.
Expand DR recovery capabilities	Improve RPO and RTO by expanding storage capacity and strategy			X	1/1/17	12/1/18		X	X	In Progress	Dependent on funding; submitted in FY18 request.
Identity Management Improvements - (FIM)	Upgrade Forefront to Microsoft Identity Manager 2016 and expand its utilization for provisioning			X	7/1/17	?				Pending	Dependant upon Active Directory project
Assess Ellucian Banner Cloud offering	Consider for reduction of on-premise system and DR requirements			X	7/1/17	6/1/19		X	X	Pending	
Upgrade Oracle from 11g to 12c	To meet end of life requirements			X	7/1/17	12/1/17		X		Pending	
Parchment Upgrade	To address issues, provide improvements			X	7/1/17	8/1/17		X		In Progress	
Roaming Profiles	Provide for more flexibility			X	7/1/17	?				Pending	
Password policy improvements	To conform with college procedure			X	7/1/17	?		X		Pending	
Upgrade MagicInfo Server	Manages digital signage, features will allow for distributed management			X	6/1/17	6/1/17	X			In Progress	Server and screen deployed but not yet tied together for integrated solution.

Ron Hurle
Chief Innovation Officer/Vice President

Brian Wilson
Assistant Director of Infrastructure Systems

Doug King
Assistant Director of Client Services

SBDC
(tentative)

Continuing Education/
Lifelong Learning
(tentative)

Keith Becker
Systems Administrator

Daniel Vigil
Database Administrator

Josh Dixon
Client Services Analyst

Dan Begay
Client Services Analyst

Evan Burris
Infrastructure Technician II

Craig Darr
Systems Programmer
Analyst Sr.

Van Walker
Web Programmer

Shane Pablo
IT Help Desk Manager

Anthony Rivera
Client Services Technician

Steven Krum
Client Services Technician