ITS Coconino Community College Non-Academic Program Review 2018

I.   Executive Summary

The Information Technology Services department is the college unit responsible for technology services and support. It strives to transform the teaching, learning, and business environments. It provides a plethora of services, and maintains the technology environment in a manner that it can support those defined 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 within the college governance structure include College Council, Facilities Committee, Academic Council and Administrative Council.

The college's facilities, equipment are largely adequate to support the necessary functions. There are some improvements that are warranted and are being sought. For equipment, the ITS department is equipment and 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, the ITS department participates in the annual budget cycle process in which it applies for the resources needed and for expected changes and innovations. There are significant challenges with recurring costs that escalate yearly.   The college has provided a, "plant fund" that is being utilized to better plan for and replace capital systems in a logical life cycle. This aspect of technology planning and expenditures has added resilience and reliable to the 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. For this review, we continued the same methods as previous reviews in order to get a better statistical base compared directly to previous years.

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 the ITS department to plan adequately for the college's future. The ITS department, as a program, is somewhat dependent on the goals, aspirations, and direction of the overall college. However, it also has the capacity to lead and be a catalyst for transformation. By working as partners within the ITS department, among college departments and leadership community (both internal and external), positive changes will continue to take place.

II.   Program Overview (Narrative)

Information Technology Services is the college unit responsible for technology services and support. The ITS department operated for the majority of the year as two teams that partnered closely. In very broad terms, the Client Services Team was responsible for the user facing technology and the Infrastructure Team was responsible for providing the technology environment that allows the systems to work and integrate together. The ITS department constantly strives to transform the teaching, learning, and business environments through the following services and functions:

- Client Services:
    - Help Desk Support
    - 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
    - ERP systems management and support
    - Directory and account management
    - Assisting with compliance requirements.
    - Disaster Recovery and Business Continuity

During the final months of the year the CIO initiated a pilot program to establish a Project Management Office within the college. This was done primarily to build efficiencies that had not been previously achievable when dealing with initiatives that crossed departmental lines. At that time, the director of Client Services was asked to start a Project Management Office for the College. At the time of the pilot, the Infrastructure Services Director added the duties of the Client Services Director to his own responsibilities. Also during the PMO pilot, the CIO worked

with the Infrastructure Director to optimize and streamline the department's functional operations.

III.   Program Mission, Goals, and Objectives

    A.   Provide Program Mission, if applicable:

The ITS department 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:

The ITS department 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:

- Goal 1: CCC will provide learners educational opportunities that are accessible and affordable, while also being economically feasible for the college:
    - No specified IT Objectives
        - The ITS Department is, however, constantly reviewing services and looking innovative and economical ways to provide an environment that supports the college goals and objectives.
- Goal 2: CCC will promote a learner-centered environment that incorporates innovative strategies and support structures intended to reduce student attrition and increase retention.
    - 5. Evaluate and enhance student technology support and services to maximize student success
        - Assess classroom technology and research items, including lecture capture software and others, and make recommendations
        - Create lecture capture software pilot (ensure proper functioning of Mimeos) to allow faculty to record classes and make available for students online, anytime, anywhere
- Goal 3: CCC will empower students to achieve their individual learning goals and implement strategies to increase certificate and degree completion rates.
    - No specified IT Objectives
- Goal 4: CCC will strengthen the College's working environment by maximizing college resources, expanding community outreach, and implementing effective
    - 5. Evaluate and enhance administrative efficiency and effectiveness

- Evaluate outside vendors who allow for e-signatures and ability to submit documents via phone for all business functions of college
- Redesign faculty/staff intranet site, deploy apps to provide mobile access
- Evaluate and deploy BYOD (Bring-Your-Own-Device) technology for students
- Explore shared services with NAU
    - 8. Improve student experience with enrollment, registration, and payment processes
        - Business process review of all IT processes
        - Research need for alternate off the shelf solutions for some of these items as appropriate
        - Implement Banner 9/XE
        - Banner Self Service 9
        - Implement Cascade, and/or other features to enhance the user experience with Banner

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

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

There have been many projects within the department and much organizational change to build upon the successes of previous years' efforts. Some of these items are:

- Storage array upgrade
- Disaster Recovery and Business Continuity Systems expansion
- Web site redesign
- Increased all bandwidth across district within existing budget
- College-wide network infrastructure upgrade
- Wireless Network Upgrade
- Student Portal upgrades and enhancements
- Deployment of Windows 10
- Encryption of desktop computers.
- Replacing ITV with Zoom conferencing software
- Advancements in Banner EX/9
- Department reorganization

The CIO had spent considerable effort changing the paradigm of the previous committees and decided to work more within a functional range with CIO oversight and reporting responsibilities. This was done largely because the committees were not effective in delivering best case solutions and limited the agility of the department. Technological systems constantly are in need of update and review. In lieu of the

committees it was established that the department would continue to be open to input and solicit departments and individuals that are impacted by changes. One prime example of this is the process that was used to replace the Cisco/Tandberg ITV system with Zoom. There were multiple meetings and presentations held to establish and confirm the needs that a modern telepresence meeting system would provide. All employees were encouraged to provide input to select the best product for the college. The department then carried forward the recommendations through completion of the implementation of the Zoom conferencing system.

V.   Personnel, Facilities, Resources and Funds

A.   Personnel
        At the end of the year, the team had functionally organized so that the Assistant Director of Infrastructure Services was managing the Client Services Director's duties while the Assistant Director of Client Services was given a special assignment to pilot a Project Management Office within the college.

        For the first ten months of the year the organization was organized into 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.

The CIO had established a Project Management Office (PMO) as a pilot for the College in October of 2018. Though independent in action and responsibility, the department was funded directly from the ITS Budget, therefore, it is being included in this report. The PMO was intended to establish an accepted industry standard set of principles in regards to implementation of new systems. For that purpose, the Assistant Director of Client Services was sent to a Project Management Institute training seminar with the goal of obtaining a Project Management Professional Certification (PMP.) It was decided to assign the Project Manager (PM) to the final selection and implementation of the Constituent Resource Management (CRM) System Salesforce and EnrollmentRx. The

CRM project had been floundering for several years with no significant progress. The PM was quickly added to a private grant submission group, which was ultimately successful in obtaining $1,000,000 for the Construction Technology Management program.

Professional development opportunities are provided and encouraged in conjunction with the yearly established professional development goals, done so jointly by the incumbent and the supervisor. Limited funding is available to support travel, conference and training fees, and online resources.

B.   Facilities and Resources

Facilities: The ITS department 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 four Zoom classrooms, three computer classrooms, three Smartboards classrooms, the placement testing lab and four 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 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 two Zoom 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 Zoom Classrooms and five Zoom Desktop stations (Desktop Zoom Clients.)

Equipment: In terms of equipment, the ITS department is extremely 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 has been successfully changed from an expensive and difficult to maintain Tandberg ITV system to the cloud based end-point controlled system, Zoom. The addition of Zoom to our environment has expanded our video and conference capability tremendously. In addition to the classrooms equipped with zoom, all of our meeting rooms have been updated with Zoom technology.   This improvement has gone over very well within the college.

Now that the network and server infrastructure is in place, the ITS Department is taking a new look at desktop virtualization options. This will allow the college to utilize desktop hardware for a longer period of time for a large portion of the computer needs. A definitive extension to the computer replacement life cycle has not yet been defined. Specialized systems for graphic design, CAD, mathematics and CIS programs will still need to be upgraded at the current four year expected life cycle.

The ITS department is responsible for numerous software applications. Some are managed in house while others are hosted externally in the Cloud. Most notably among the internal systems is Banner as the Enterprise Resource Planning (ERP) system. Some of the systems that are run and managed through the Cloud are the student portal (MyCCC), the student advising and retention system (Starfish), and the learning management system (Canvas).

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 the ITS department and deployed on the appropriate computers to provide the intended functions with the intended individuals or groups. All software is vetted and tested by the ITS department before installation for general use.

Over the last three to four years, the increased trend to use cloud based solutions and web portals, the ITS Department has been able to shrink the physical catalog of software packages maintained on campus. The number of cloud based subscriptions has proportionately increased as a result. CCC's ITS department has been evaluating these types of services whenever applicable. Each solution is assessed in regards to issues such as sufficient Internet bandwidth, data protection, data security, having less local control and end user experience that is frequently out of our control.

C.   Finances

The ITS department is provided with two standard 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.

The ITS department has also utilized the STEM Budget which is comprised of funds that departments propose products and services that can be best utilized by the college for the purpose of student support, specifically in Science, Technology, Engineering and Math. The department also has access to a separate plant fund called ITEQUIP for

administrative or general purposes. The ITEQUIP fund is intended to allow the department to manage, plan and maintain the IT systems that are run by the college such as the equipment in the server farm and local network equipment.

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. The ITS department 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.

The largest change in the budget items is with the Administrative Budget under Professional Services (Contractual.) 2018 marked the end of all budgetary considerations for CampusWorks Inc.

Expenditures without personnel expenses:

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**

2018– Academic Budget Actuals

- Professional Services $2,631
- Supplies and Materials $294,493
- Fixed Charges $357,231
- Utilities & Communications $384

- Travel and Training $6028
- Total $**660,767**

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**

2018 – Administrative Budget

- Professional Services $17,850
- Supplies and Materials $22,402
- Fixed Charges $227,300
- Utilities & Communications $123,738
- Travel and Training $0
- Capital Equipment $0
- Total $**391,290**

Commented [DK4]: Is this true?

VI.   Partnerships and Collaborations, if exist

A.   Internal

The ITS department was involved in the following groups:

- Banner Users Group (BUG) – oversees the operation of the Banner administrative suite.
- Strategic Enrollment Management Workgroup – examines enrollment data and offers recommendations on enrollment from a strategic perspective.

B.   External

- CCC's ITS department and NAU's IT department have established periodic meetings to discuss items of mutual interest and collaboration.
- The Technology and Library workgroup meets once every two months to discuss items of mutual interest.
- The CCC CTO and NAU CIO had been meeting 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 (ACCTO). The ACCTO group discusses current issues and solutions that other college IT departments are experiencing. The group also organizes the annual Community College of Arizona Information Technology Symposium CCOAITS. The CCOAITS conference allows for mutual sharing of ideas amongst the community college departments within the state as well as provides excellent training opportunities for the staff.

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

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. For the Fall 2018 semester, we had 31 Faculty and staff and 61 students. The summary results are provided in Appendix A. Those services assessed are:

- Help desk responsiveness and problem resolution
- ITV/Zoom (interactive videoconferencing)
- Computers on Wheels (C.O.W.)
- Wireless (Wi-Fi)
- Computer labs
- Mobile checkout process
- Student Gmail

However, an analysis of the data reveals that those responding (in which student responses rated the ITS Services with 90.9% 5/5 and faculty/staff rated ITS Services with 83% at 5/5 overall satisfaction scores which is exceptionally high. Individually provided comments and suggestions for improvement are reviewed each year to determine if patterns exist whereby actions should be taken.

B.   Support of Students, Faculty, Staff

As the ITS department 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 the ITS department are a reflection of and in support of college programs and services. The ITS department 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 and enthusiastic team members • 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 providing new and beneficial services • Students are increasingly accepting the use of technology for learning and college business	• Loss of cabinet level position for ITS may slow acceptance and approval of projects • Lack of prioritization threatens projects already underway • Overwhelming staff with demands for services and improved systems • Requests for custom development • 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 • Working with other IT Organizations such as ACCTO and NAU's ITS	• 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
• 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)

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. Per the Distict Governing Board, the Strategic Plan and goals will be adjusted in 2020. The ITS Department will participate and embrace any changes.

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 the ITS Department, 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.   Virtualization
   c.   Bring Your Own Device (BYOD)
   d.   Business Process Review
   e.   Website upgrades
   f.   Portal Upgrades
   g.   Support of the Constituent Management System (CRM) implementation
Goal II: Advance Administrative Support Technology
   h.   Intranet Upgrade
   i.   Network Infrastructure upgrades
   j.   Shared Services
   k.   Course and Resource Scheduling.
Goal III: Enhance the Online Experience, Improve Access to & Delivery of Distance Learning
   l.   Evaluate and enhance distance learning modalities to increase student success
Goal IV: Foster Innovative user of Technology
   m.   Standardize classroom technology experience

n. Replacement of video conferencing system to a modern solution (ZOOM)

Goal V: Strengthen Technology Infrastructure, Operations and Efficiencies
   o. 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)

Row Labels	Count of Have you ever contacted the Help Desk for assistance with an issue?
Yes	100.00%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of During your last request for assistance, did you receive help in a timely manner?
No	3.33%
Yes	96.67%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of How would you rate your satisfaction with the service provided?
3	9.68%
4	9.68%
5	80.65%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of How important would you say having a Help Desk is to you?
4	3.23%
5	96.77%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Have you checked out a mobile device from ITS in the past?
No	67.74%
Yes	32.26%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Did your device have all the features you needed to complete your work?
Yes	100.00%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Overall, how would you rate your satisfaction with our Mobile Device checkout options?
4	20.00%
5	80.00%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Overall, how would you rate the overall Mobile Device checkout process?
3	10.00%
4	10.00%
5	80.00%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of How would you rate the process of reserving the C.O.W.?
3	20.00%
5	80.00%
(blank)	0.00%

Grand Total	**100.00%**

Row Labels	Count of Have you had a chance to teach or take a class that utilized a C.O.W.?
No	83.87%
Yes	16.13%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Overall, how would you rate your experience with the C.O.W.?
5	100.00%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Have you ever experienced any issues with the CCC wireless?
No	84.00%
Yes	16.00%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of How would you rate your overall satisfaction with the CCC wireless?
4	24.00%
5	76.00%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Have you been able to participate or teach in a classroom that utilized Zoom?
No	48.39%
Yes	51.61%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of How would you rate the connection quality (audio/video) of Zoom overall?
2	6.67%
3	6.67%
4	20.00%
5	66.67%

Row Labels	Count of How would you rate your overall satisfaction with Zoom?
3	13.33%
4	20.00%
5	66.67%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Overall, how would you rate the ITS Department at CCC?
3	3.23%
4	19.35%
5	77.42%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Lastly, how would you rate your overall satisfaction with this Survey?

3	3.23%
4	12.90%
5	83.87%
(blank)	0.00%
Grand Total	**100.00%**

Row Labels	Count of Have you ever contacted the Help Desk for assistance with an issue?
No	11.4
Yes	88.5
Grand Total	**100.0**

Row Labels	Count of How important would you say having a Help Desk is to you?
3	3.8
4	17.3
5	78.8
(blank)	0.0
Grand Total	**100.0**

Row Labels	Count of During your last request for assistance, did you receive help in a timely manner?
Yes	100.0
(blank)	0.0
Grand Total	**100.0**

Row Labels	Count of How would you rate your satisfaction with the service provided?
4	7.4
5	92.5
(blank)	0.0
Grand Total	**100.0**

Row Labels	Count of Have you ever used one of our Computer Labs?
No	22.9
Yes	77.0
Grand Total	**100.0**

Row Labels	Count of How would you rate your overall satisfaction with the Computer Lab(s)?
3	4.2
4	14.8
5	80.8
(blank)	0.0
Grand Total	**100.0**

Row Labels	Count of Have you ever used the myCCC Student Portal?
Yes	100.0
Grand Total	**100.0**

Row Labels	Sum of On October 22nd myCCC's password reset tool was upgraded. How would you rate your satisfaction with this new to
1	0.7
2	0.7
3	12.7
4	20.0
5	65.6
Grand Total	**100.0**

Row Labels	Sum of How would you rate the ease of access to resetting your password using the new myCCC password reset tool?
1	2.4
2	3.2
3	7.3
4	19.5
5	67.3
Grand Total	**100.0**

Row Labels	Count of How would you rate your overall satisfaction with Gmail as your Student Email tool?	
3		1.6
4		10.0
5		88.3
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of Have you ever used your Student Email?	
No		3.2
Yes		96.7
Grand Total		**100.0**

Row Labels	Count of How would you rate your overall satisfaction with Gmail as your Student Email tool?2	
3		1.6
4		5.0
5		93.2
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of Have you attended a class that utilized classroom technology?	
No		27.8
Yes		72.1
Grand Total		**100.0**

Row Labels	Count of Did the technology work as intended?	
No		6.8
Yes		93.1
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of Overall, how would you rate your experience with Classroom Technology?	
3		4.6
4		11.6
5		83.7
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of Have you had a chance to take a class that utilized a C.O.W.?	
No		65.5
Yes		34.4
Grand Total		**100.0**

Row Labels	Count of Overall, how would you rate your experience with the C.O.W.?	
4		14.2
5		85.7
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of Do you currently use a personal device to connect to the wireless network at CCC?	
No		14.7
Yes		85.2
Grand Total		**100.0**

Row Labels	Count of Do you currently, or have you in the past experienced any issues with the CCC wireless?	
No		76.9
Yes		23.0
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of How would you rate your overall satisfaction with the CCC wireless?	
3		7.8
4		15.6
5		76.4
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of Have you been able to participate in a classroom that utilized Zoom?	
No		90.1
Yes		9.8
Grand Total		**100.0**

Row Labels	Count of Did your Zoom class have adequate audio and video for you to learn and participate in class?	
No		66.6
Yes		33.3
(blank)		0.0
Grand Total		**100.0**

Row Labels	Count of How would you rate the connection quality (audio/video) of your Zoom class overall?	
2		16.6
3		50.0
4		16.6
5		16.6
(blank)		0.0

Row Labels	Count of How would you rate your overall satisfaction with Zoom?	
1		16.6
2		16.6
3		33.3
4		16.6
5		16.6
(blank)		0.0
Grand Total		**100.0**

Row Labels	Sum of Overall, how would you rate the ITS Department at CCC?	
3		1.0
4		8.0
5		90.9
Grand Total		**100.0**

Row Labels	Count of Do you feel the ITS Department provides enough avenues to contribute feedback?	
No		4.9
Yes		95.0
Grand Total		**100.0**

#	Objectives	Tactics	Evidence	Primary Person Responsible	Completion Year	Status	Notes
Goal 1: CCC will provide learners educational opportunities that are accessible and affordable, while also being economically feasible for the college.							
	No ITS Objectives						
Goal 2: CCC will promote a learner-centered environment that incorporates innovative strategies and support structures intended to reduce student attrition a							
47	5. Evaluate and enhance student technology support and services to maximize student success	Assess classroom technology and research items, including lecture capture software and others, and make recommendations	Complete recommendations	Director of ITS	Yearly 2016-2020		Update: 05/30/2019 - Zoom Implemented, second phase will be completed summer 2019.
48		Create lecture capture software pilot (ensure proper functioning of Mimeos) to allow faculty to record classes and make available for students online, anytime, anywhere	Lecture capture pilot deployed in a few classrooms with small group of early adopters (faculty) testing	Director of ITS	2017	Complete	Update: Lecture capture integrated with Zoom system. Highly succesful. Streaming system upgraded (JW Player)
Goal 3: CCC will empower students to achieve their individual learning goals and implement strategies to increase certificate and degree completion rates.							
	No ITS Objectives						
Goal 4: CCC will strengthen the College's working environment by maximizing college resources, expanding community outreach, and implementing effective							
84	5. Evaluate and enhance administrative efficiency and effectiveness	Evaluate outside vendors who allow for e-signatures and ability to submit documents via phone for all business functions of college	Complete evaluation of eSignature product, make recommendation, and complete implementation as recommended	Director of ITS	2020		Update from Jami: HR contracting with DocuSign as pilot project. Holding off on Fin Aid for now because of Banner 9 issues, new FAFSA may eliminate problem. Update 05/30/2019 - Scope continues to be defined. Pilot initiated, testing and definining applicability in progress.
87		Redesign faculty/staff intranet site, deploy apps to provide mobile access	Redesign complete and deployed	Director of ITS	2017	Complete	
89	5. Evaluate and enhance administrative efficiency and effectiveness (continued)	Evaluate and deploy BYOD (Bring-Your-Own-Device) technology for students	Complete BYOD recommendations	Director of ITS	2017	Complete	Update from Ron: Students can log onto our network with our CCCStellar password with any device when they are on our network.
90		Explore shared services with NAU	Recommendations for shared services	Director of ITS	Yearly 2016-2020		Update 05/30/2019 - Restarting discussions with new IT management
109		Business process review of all IT processes	Complete BPR	Director of ITS	2017-2020		This is in process with alignment to audit findings to be completed by summer 2020
110	8. Improve student experience with enrollment, registration, and payment processes	Research need for alternate off the shelf solutions for some of these items as appropriate	Product identified if needed	Director of ITS	2017	Retire	IT has demonstrated that this will be our go forward culture.
112		Implement Banner 9/XE	Implementation completed	Director of ITS	Yearly 2016-2020	Complete	Still working through Banner 9 limitations but it is now our system of record.
		Banner Self Service 9		Director of ITS	2019-2020		05/30/2019: Infrastructure partially built. Available applications deployed in non prod environments for testing. College wide organization for final migration progressing
113		Implement Cascade, and/or other features to enhance the user experience with Banner	Implementation completed	Director of ITS	Yearly 2016-2020	Retire	No longer relevant with Banner 9's self service

Coconino Community College

District Governing Board
Ms. Patricia Garcia, Chair
Dr. Marie Peoples, Vice Chair
Mr. Lloyd Hammonds,
Mr. Patrick Hurley
Dr. Nat White

Colleen Smith
President

April Sandoval
Executive Assistant Sr.

Foundation Governing
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(Chief Financial Officer)

Nate Southerland
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(Chief Academic Officer)

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Executive Director of
Human Resources

Ali Applin
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institutional Advancement

Steve Peru
Chief Development and
Government Relations Officer

Business and
Administrative
Services

Academic Affairs
and Student
Development

Human
Resources

Marketing and
PR

Foundation

Updated April 2019

*Click on the teal shapes to access
department organizational charts.*

Jami Van Ess
Executive Vice President
(Chief Financial Officer)

Sharri Penland
Executive Assistant II

Isabella Zagare
Executive Director of
Accounting

Kurt Stull
Executive Director
of Facilities and Security

Bob Voytek
Director of Financial Aid and
Veterans Services

Michael Merica
Director of Institutional
Research

Robert Sedillo
Director of Purchasing
& Auxiliary Services

Brian Wilson
Director of Information
Technology Services

Kimmi Grulke
Registrar and Director of
Enrollment Services

Business Office

Facilities and
Security

Financial Aid
and Veterans
Services

Institutional
Research

Purchasing and
Auxiliary
Services

Information
Technology
Services

Enrollment
Services

College
Leadership

Financial Aid and Veterans Services

Bob Voytek
Director of Financial Aid and Veterans Services

Lisa Hill
Assistant Director of Financial Aid & Veterans Services

George West
Financial Aid IT Analyst

Lola Martinez
Financial Aid Specialist I

Brianna Lorents
Financial Aid Specialist I

Charlie Hausam
Financial Aid & Veterans Services Advisor

Vanessa Logan
Financial Aid Specialist II

Information Technology Services

Brian Wilson
Director of Information Technology Services

Shane Pablo
Help Desk Manager

Doug King
Project Manager

Anthony Rivera
Client Services Technician

Vacant
Client Services Analyst

Steven Krum
Client Services Technician

Daniel Vigil
Database Administrator

Cameron Zucker
Client Services Technician

Evan Burris
Network Administrator

Keith Becker
Systems Administrator

Craig Darr
Systems Programmer Analyst Sr.

Van Walker
Web Developer

Business and Administrative Services

College Leadership