

Administrative Unit Review 2022-2025 Plan

Unit Overview

Administrative Unit	Information Technology Services (ITS)
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Report Submitted to	Laurie Chesley, Alicia Moore

1. Mission Fulfillment

Mission: Information Technology Services (ITS) provides quality instructional technology and information resources to the students, faculty and staff of Central Oregon Community College in support of the College's commitment to student success and community enrichment.

Vision: Central Oregon Community College seeks to use technology to:

- Promote computer literacy and the use of computers to access information resources.
- Expand and enhance instructional efforts by obtaining and supporting technology resources.
- Increase faculty and staff efficiency and effectiveness by providing software systems and applications in conjunction with timely training opportunities.
- Provide flexible and responsive student support services.

2. Unit Purpose

Information Technology Services manages the sourcing, implementation, and administration of technology infrastructure and services for the Bend, Redmond, Madras, and Prineville campuses, as well as satellite sites and remote work environments. Services are provided from the Bend campus by 28 FTE employees managing a FY2022-23 budget of \$6,456,622.

Information Technology Services include:

Enterprise Information Services (9 FTE; FY2022-23 budget \$1,288,393)

- **Enterprise Systems Administration** team reliably implements and maintains enterprise applications and systems necessary to support college operations.
- **Enterprise Application Management** team supports Banner, our Enterprise Resource Planning (ERP) application, and several dozen applications that are integrated with it.
- **Web Development** develops and maintains functionality for all websites and website integrations, including custom web development and programming.

Technology Support Services (10 FTE; FY2022-23 budget \$1,566,890; MEDEE \$48,545)

- **End User Support** provides timely, high quality desktop and classroom support to assist our users in making the best use of technology in their roles at the College.
- **Engineering Services** develops, maintains and deploys operating systems, hardware and software for the College community.
- **Networking Services** enhances the network infrastructure to promote improved reliability, availability, cost effectiveness and security.

Student and IT Success Technologies (2 FTE; FY2022-23 budget \$309,744; LABPRN \$14,155)

- **Student Tech Support** provides multi-channel technology assistance for students, including COCC accounts, computer usage, and other technology services.
- **IT Success Technologies** conducts strategic planning, establishes quality management systems, and aids in overall continuous improvement across the ITS organization.

Office of the CIO (7 FTE; FY2022-23 budget \$2,015,196 LIFECY \$404,219; TECH \$809,480)

- **Technology Project Management** delivers standardized, unified, and high-quality technology projects and resources to support the needs of COCC employees and students.
- **Functional Analysts** evaluate Fiscal, HR, Payroll, and Auxiliary Services business requirements and provide training on delivered technologies.
- **Information Security** works with the campus community to reduce threats against confidential College information through governance and policy, security architecture and solutions, and security awareness programs.
- **Digital Production Services** include recording instructional videos and presentations, helping create online programs, story and script writing, and promotional videos.

3. Unit Strengths

Technology Expertise:

- Highly talented and technical employees, desiring to grow their skills to enhance technology access, innovative services, and sustainability.
- Analytical approach to problem solving and identifying sustainable solutions.
- Able to think strategically and understand how changes impact processes and decisions.
- Prioritization of information security practices to mitigate cyber security vulnerabilities.

Collaboration:

- Alignment of ITS priorities with college goals through information technology governance.
- Outreach to other areas of the college to build working relationships and partnerships.
- Communication of distributed, departmental decisions on technology initiatives.
- Able to bridge the communication gap between functional and technical personnel.

Execution:

- Delivery of large, complex projects that require coordination with multiple departments.
- Responsible stewardship of funds to maximize the value of technology services.
- Source and manage college and vendor resources to bring projects to a successful completion.
- Continuous improvement of network performance, business continuity, information security, access to computer systems and applications, and communication with users.

Customer Service:

- Provide prompt and friendly customer service while building customers' trust through honesty and personal integrity.
- Student Tech Support service desk is "student ready" to assist students with technology issues through multiple contact channels (e.g., web, email, chat, phone, computer lab).
- Teams go out of their way to be responsive when needed, even after business hours.
- Ensure work is completed to the satisfaction of the stakeholders.

4. Unit Challenges

Hiring and Retention of Staff: [Internal]

- Employee turnover causes shifting priorities and changes in project sponsorship, often resulting in delayed or failed projects.
- Loss of long-term employees' expertise leaves knowledge gaps in services and processes.
- The pool of qualified job applications is limited given external competition in a tight labor market.
- Budget constraints present recruitment and retention challenges.

- Few new student applicants for federal work study and part-time positions result in service gaps when experienced students leave for better paying opportunities.

Shifting Technology Needs: [External]

- Rapid changes in the education technology landscape influence the direction that technology will take at COCC in the coming years.
- The pace of progress will depend upon a number of circumstances including the availability of skilled labor and financial resources.
- The scope and breadth of cyber security threats is increasing, requiring extreme vigilance and strong information security policies and procedures.

Alignment on Technology Strategy and Roadmap: [External]

- Some technology services are delivered and supported by other college departments (e.g., eLearning LMS, Library technology lending, branch campus computer labs, et al). Strategic alignment of distributed technology resources remains a work-in-progress.
- Every unit at the college has different needs, and at times, these needs conflict with each other. These situations frequently put ITS at odds with these units and present potential roadblocks to obtain the most favorable outcome for the college.
- Tactical investment for new technology endeavors does not match the strategic budget philosophy at the college. This causes many well-intended ventures to disappear after their lifecycle ends due to lack of funding.

5. Unit Outcomes

Goal 1: Foster and develop a skilled ITS workforce.

Outcome 1: Employees have the right skillset and are a good fit for their position.

Goal 2: Provide technology for teaching, learning and student success.

Outcome 2: Solutions meet the needs of both our staff and students.

Goal 3: Deliver outstanding customer service.

Outcome 3: ITS responds promptly to requests for service.

Goal 4: Sustain a robust ITS infrastructure strategy.

Outcome 4: Systems have reliable availability and performance.

NB: The Information Technology Leadership Team (ITLT) will review these goals during AY 2022-23 to ensure alignment with the new COCC Strategic Plan.

6. Measurement Tools and Timeline

Measurement for Outcome 1: Employees have the right skillset and are a good fit for their position.

- a) All employees meet with their supervisors at least annually to evaluate and discuss the employee's performance and to jointly identify training and professional development goals.
- b) All employees have training opportunities and resources made available to them to train on new technologies and processes.

Measurement for Outcome 2: Solutions meet the needs of both our staff and students.

- a) College stakeholders are engaged in technology governance as demonstrated by minutes published from SLT, partner collaboration, and college committee meetings.
- b) Technology implementations include project plans, successful go-lives, and project retrospectives.

Measurement for Outcome 3: ITS responds promptly to requests for service.

- a) Tech support is available for students and staff through multiple contact channels, measured against published service level agreements (SLAs).
- b) Service quality is assessed for improvement through service desks tickets and customer surveys.

Measurement for Outcome 4: Systems have reliable availability and performance.

- a) Lifecycle replacements for all infrastructure areas target industry-recommended schedules.
- b) Routine preventative maintenance performed on critical infrastructure equipment.
- c) Operating systems and databases are current and supported for business-critical systems.