

Administrative Department Review Plan

Due: June 2019

Being an effective institution means the College is meeting its stated mission. Measuring degrees of effectiveness and modifying where needed to meet the mission is based on a philosophy of continuous improvement. The effectiveness of an institution isn't captured on what our "inputs" are, but what effect they have on students and the community. Administrative Department Review processes help to measure the effectiveness of the activities we do, and give strategic direction for improvement when needed.

Administrative Department Reviews are submitted to the President's Advisory Team, the President, and the Assessment Web Page every three years, and include:

- Review and confirmation of department mission, purpose, and expected outcomes related to College Mission and Vision.
- Identification of 1-3 assessment activities.
- Documentation of results and analysis of assessment activities.
- Identification of departmental needs related to goals.
- Provision of data for College Planning, including resource allocation.

Department Overview

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| Administrative Department | ITS Infrastructure |
| Contact (Person responsible for reporting) | Laura Boehme |
| Participants | Laura Boehme, Juan Olmeda-Chavez |
| Date Review submitted | April 2019 |
| Report Submitted to | Dr. Julie Hood Gonsalves |

1. Mission Fulfillment

How does your department support/strengthen the college's ability to fulfill its mission and vision?

Mission: *Central Oregon Community College promotes student success and community enrichment by providing quality, accessible, lifelong education opportunities.*

Vision Statement: *To achieve student success and community enrichment, COCC fosters student completion of academic goals, prepares students for employment, assists regional employers and promotes equitable achievement for the diverse students and communities we serve.*

Please provide your department's mission statement, including specifically how your department contributes to (check one or both):

- ✓ Student Success
- ✓ Community Enrichment

Department Mission Statement:

The ITS Infrastructure Team researches, implements, manages and maintains high quality technology systems, services, and solutions in support of the College's commitment to student success and community enrichment.

2. Department Purpose

The ITS Infrastructure Team includes 15 full-time (FTE) technicians and managers broken into five units with a full-time Director. Each group has a manager that supervises and coordinates the staff and the services provided by each team to support students, faculty, staff and the community in general. The current ITS Infrastructure budget supports the personnel and technology activities noted. The ITS Infrastructure team is one of two teams in the ITS department with team members mostly located in the Pioneer building and two employees located in the Barber Library at the Bend COCC campus.

The End User Support (EUS) team has four FTEs and 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. The team is comprised of the End User Support Administrator, two IT Technical Specialist Senior positions, and one Audio Visual Engineer.

Summary of EUS responsibilities:

- Procure, deploy and maintain end-user technology, including support for staff and instructional computers, printers, and classroom audiovisual equipment via a centralized Helpdesk Desk system.
- Design, build and maintain technologies in conference rooms, instructional and event spaces as well as provide audiovisual support for events.
- Deploy and manage college-assigned hardware, including desktop computers, laptops, printers, projectors and instructional and event spaces media management systems.

The Engineering team has three FTEs and develops, maintains and deploys operating systems, hardware and software for the Campus Community. The team is comprised of the Engineering Systems Administrator and two Hardware/Software Engineers.

Summary of Engineering responsibilities:

- Develop, deploy, and support operating system images and application packages for PCs and laptops/tablets used on COCC campuses.
- Research, install, manage, and support administrative and instructional software applications.
- Work with College department units to review current and relevant software applications needs.
- Provide escalated technology support for the End User Support and Computer Lab teams.
- Manage Helpdesk trend tracking and resolution.
- Oversee and manage software licensing and services.

The Computer Lab group has one FTE Computer Lab Coordinator and 23 work-study and irregular wage employees providing account assistance, technology support, and access to computer and software applications to facilitate student success.

Summary of responsibilities:

- Provide a learning-centered computer environment by facilitating trainings and assisting students with technology related to student curriculum.
- Assist students, college employees, and community patrons with general technology inquiries related to COCC.
- Support four computer labs located on the Bend and Redmond Campuses.
- Provide technology help and support to students regarding Microsoft and Apple products; COCC accounts, Office365 email, and personal device support.
- Offer up-to-date technology resources and documentation.

The Enterprise Computer Services (ECS) group has three FTE and reliably implements and maintains enterprise information systems adhering to technology and security best practices. The team is comprised of the Systems Integrator and two Senior Systems Administrators.

Summary of ECS responsibilities:

- Support the provisioning of user accounts for authentication, authorization, and access to the college network and other critical applications and systems.
- Administration of Active Directory (AD), LDAP, and standalone enterprise systems.
- Coordination of AD federated authentication (ADFS) configuration with internal and external application partners.
- Administration and service management related to operating systems that are maintained on servers. Installation, management and patching for these environments is included.
- Management and support of college network storage services including storage area networks (SAN) and direct attached server storage used for user, department, server, application, database and backup services.
- Support for the maintenance and monitoring of physical servers, virtual servers, hyper-visor infrastructures and storage systems.
- Maintain and support SQL servers and databases.
- Oversee server software licensing and services.
- Push regular updates and patches to staff and faculty workstations.
- Data backup and recovery services including off-site backups and disaster recovery solutions.
- Email services management, including on-premise email for staff and faculty and cloud-based Office365 for students.
- Installation, maintenance and support of College-wide applications.
- Systems Security of servers, data center, and related applications.
- Data Center HVAC, fire suppression, power backup and physical security management.

The Networking and Digital Production team has four FTEs and enhances the network infrastructure to promote improved reliability, availability, cost effectiveness and security. The team is comprised of a Senior Network Administrator, an Assistant Network Administrator, an IT Technical Specialist, and a Digital Production Specialist.

Summary of Network and Digital Production responsibilities:

- Installation, management, support and monitoring of switches, wireless access points, wireless controllers, routers and security appliances to provide continuous, uninterrupted and efficient access to the college network.
- Optimize running performance of all networking equipment.
- Manage and support the college telephone system used throughout all campuses.
- Provide digital media services to the college including photography, videography and the COCC TV channel (channel 218).
- Assist instruction with recording of classes to present online to students.

3. Department Strengths

- The ITS Infrastructure team strives to provide prompt and friendly customer service to all users while building customers' trust through honesty and personal integrity.
- Although, the college's resources are moderate, the ITS Infrastructure Team is able to complete a vast number of projects in a timely, cost-sensitive, and mission-focused manner.
- The ITS Infrastructure systems are stable and reliable; the teams go out of their way to be responsive when needed, even after regular business hours.
- The teams make every effort to schedule changes and upgrades that require outages during our Thursday night maintenance window or during holidays when the college is closed to minimize student and business impact.
- The ITS Infrastructure Team focuses on continuous improvement of network performance, business continuity, access to computer systems and applications, communication with users and service in general.
- The ITS Infrastructure Team is comprised of highly talented and technical employees, willing and desiring to grow their skills to enhance technology access, innovative services, and sustainability.

4. Department Challenges

- The college's commitment to technology is commended and appreciated, however, the main challenge for the ITS Infrastructure Team is providing the required and demanded technology services to college constituents on a consistent basis.
- It is difficult to remain current with technology trends and expectations while remaining within the financial resource constraints of the college.
- Every unit at the college has different needs, and at times, these needs conflict with each other. These situations 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 style at the college. This causes many well-intended ventures to disappear after their lifecycle ends due to lack of funding.
- Building and maintaining systems to withstand active security hacks and intrusions. This is an ongoing and permanently challenging effort by all of IT and requires end users to be educated and careful in their technology interactions and activities.

5. Department Goals → Department Outcomes

1. End User Support

Goals:

To improve Helpdesk request completion times to prevent requests from being open past their due date.

To complete campus-wide Crestron media management system upgrade of classroom and conference rooms so there is organizational standardization.

Outcomes:

Update the remaining twenty-two classrooms to the Crestron media management system by 2022 to provide standard instructional spaces across all College campuses.

2. Engineering

Goals:

To improve collaboration with campus stakeholders to ensure compliance with IT policies and timelines regarding annual software needs and changes. This would provide students and staff with solid built images across the college's classrooms, labs and workspaces.

To provide the college community with low cost, supportable, and scalable operating systems, images and application packages.

Outcomes:

Increase the Annual Instructional and Non-Instructional Software Review Survey response rate by 5% yearly starting in 2020 through 2025.

3. Computer Labs

Goals:

To provide a positive user experience in the Computer Labs.

To continuously train computer lab staff to ensure the lab attendants are prepared to assist users with their needs. Attendants are surveyed annually to obtain feedback regarding the adequacy of their training for user needs.

Outcomes:

Computer lab attendants will receive monthly trainings and pass quarterly quizzes that include questions about commonly seen lab user needs with a 70% or greater score.

4. Enterprise Computer Services

Goals:

To produce valuable reports that reflect the state and reliability of our critical systems.

To clean up our existing documentation and to maintain only information current and relevant to our systems.

To replicate designated critical systems to Redmond to meet our 48-hour Recovery Time Objective.

Outcomes:

80% of our documentation will be current and relevant to our existing systems by July 1, 2020

5. Networking and Digital Media Production

Goals:

To provide COCC students and staff with highly available networking access.

To keep the COCC network protected based on proper network security practices.

Outcomes:

The network will be available 99% of the time to allow staff and students to perform their duties and enjoy a better learning, working and teaching experience every year.

6a. Procedure, Measurement Tool and Timeline

Describe the activities will you do to accomplish your Outcome(s). How will you measure your success toward the 1-3 outcomes and mission fulfillment? What tools will you use? (Survey, budget, Institutional Effectiveness department data, banner/Argos, etc.) How frequently will you gather relevant data? Provide any data references that you use. The Institutional Effectiveness department will provide relevant data upon request. Data will be reviewed and reported **annually** on the following page.

| Outcome | Term/Year | Activity and Measurements | Data Report Schedule |
|--|------------------|--|-----------------------------|
| Update the remaining twenty-two classrooms to the Crestron media management system by 2022 to provide standard instructional spaces across all College campuses. | 2019-2022 | EUS purchased the required equipment, and they will upgrade 8 classrooms to Crestron room control by the June of 2020. | June 2020 |
| | | EUS will purchase the required equipment and upgrade 8 rooms to Crestron room control by the June of 2021. | June 2021 |
| | | EUS will purchase the required equipment and upgrade 6 | |

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| | | rooms to Crestron room control by June of 2022. | June 2022 |
| Increase the Annual Instructional and Non-Instructional Software Review Survey response rate by 5% yearly by 2020 through 2025 to provide students and staff with solid built images across the College's classrooms, labs and workspaces. | 2020-2025 | Establish a benchmark after the 2019 survey. Based on the benchmark, utilize the formula below to measure improvement. (Total apps not on-hand) / (Total apps of all departments) * 100 = (Percentage needing improvement) | July 2020 July 2021 July 2022 July 2023 July 2024 July 2025 |
| Computer lab attendants receive monthly trainings and pass quarterly quizzes that include questions about commonly seen lab user needs with a 70% or greater score. Attendants are surveyed annually to obtain feedback regarding the adequacy of their training for user needs. | Ongoing monthly trainings, quarterly quizzes and annual survey | Measure the knowledge of the lab attendants through quarterly quizzes using 70% as the threshold for determining the adequacy of their training. Request feedback from lab attendant through a self-reflection survey every April. | June of each year. |
| 80% of the ECS group's documentation will be current and relevant to existing systems by July 1, 2020 | July 2019- July 2020 | Initial archive and inventory of all documentation including OneNote and data files to establish documentation baseline. Build spreadsheet of all documentation, establish relevancy, track document status, eliminate irrelevant data Review relevant data, consolidate all documentation | July 2020 |

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|--|------------------------------|--|------------------|
| | | <p>to OneNote Notebook in ECS N drive folder, update as appropriate, categorize information and establish review standards.</p> <p>Each ECS team member will report progress in weekly team meetings. ECS will establish a weekly scheduled worktime to focus on this project.</p> | |
| <p>The network will be up 99% of the time to allow staff and students to perform their duties and enjoy a better teaching experience every year.</p> | <p>Fiscal Year 2019-2020</p> | <p>The network team will gather outage data during the fiscal year 2019 – 2020. Data to be gathered each time there is an outage in a building. When the fiscal year is over, all outages will be totaled up and compared to the overall amount of possible network uptime. The network team will use the Solar Winds network monitoring system to gather outage data.</p> | <p>July 2020</p> |
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Plan submitted every three years.

It will serve as a reference for resource allocation, activities, and planning during the three year cycle.