Comprehensive Program Review Report (Narrative)
College of the Sequoias
Program Review - Technology Services

Program Review - Technology Services

Prepared by: Tim Hollabaugh

What are the strengths of your area?: The strengths of the Technology Services department can be summarized in the core values that the department adheres to:

- a. Integrity - Responsible stewards of systems, processes and data.
- b. Improvement - Does the system solve a problem that still exists? What new problems need to be solved?
- c. Innovation - Stay abreast of developments in the technology field and identify areas that could benefit from them.
- d. Team - We recognize that no one can or does know it all or is able to do it all. We are successful only when we work collaboratively utilizing the individual strengths of the team members.

In addition to these core values the department has successfully increased the research capability of the district by creating the Solutions and Innovations Group. This group is a combination of Institutional Research and Technology departments for the single purpose of satisfying research needs of the district for planning and decision making.

The technology department has also completed the following in the last year:
1. 2,089 work orders completed in 2013-14
2. Completed Electronic Student Education Plan system in 2013-14
3. Replaced 280 desktop computers in 2013-14

What improvements are needed?:
1. Programming personnel capacity unable to keep up with programming demands. With the addition of a Degree Audit system suggest adding 1 fte to the programming staff to fully support Student Services.
2. Computer Specialist desktop support is at 452 computers to 1 technician. According to the Chancellors office Tech Plan II and III this is about twice what the standard is. Suggest adding a full FTE to the technician crew.
3. Although there has been significant work order completions there is approximately 117 outstanding work orders yet to be completed. Suggest increasing 1/2 time employee to full time to reduce the ratio of computers to Specialist and reduce the outstanding work order backlog.
4. Network and Phone support is limited requiring individual that is assigned to this area to constantly "triage" areas for attention. Suggest increasing network staff to 2 in order to fully support and manage the network and phone systems.
5. The copy and mail department is staffed with 2.5 FTE this staffing is sufficient some of the time but creates a backlog during certain parts of the year and during vacation and illness from the other employees. Suggest increasing the .5 fte employee to 1 fte to adequately maintain mail services throughout the district.

Describe any external opportunities or challenges:
1. MIS reporting changes required by Chancellor's Office
2. Student Success initiative requiring an enhanced Degree Audit system
3. Students wanting Mobile access to resources (as documented in survey)

Overall Outcome Achievement: In the 2013-14 year Technology Services documented six Service Area Outcomes. In general the outcomes were met.
- The Wireless project met its goal, however there is still more buildings that need to be covered.
- The distance tutoring project was completed but the results are varied based on the usage of the system with the math faculty.
- Current website project is ongoing and the district has in place a method to review the pages. At last count there were over 1400 individual pages that are being tracked for broken links and spelling.
- The Early Alert project is well on its way and has been used for over three years. However there were a few outcomes that were not completed due to lack of staff and time. Specifically the software project tracking and the knowledge of information availability. Both of these projects will be carried forward to the new year.

Changes based on outcome achievement: Some changes that are being reviewed are revising some standard operating procedures for report training as well as a revamp of the process to request changes in reports. A new work group (Solutions and Innovations) has been created to review data reports and information requests to ensure a coordinated effort is realized between the Technology department and the Research office.

Action: Reduce Backlog of Help Desk tickets
Reduce the number of backlog computer services request by decreasing the number of computers each Computer Specialist is responsible for.

### Technology Services Service Area Outcome - Reduce backlog of Technician related computer requests. Consistently replace computers in labs on a four year refresh cycle.

District Objective #1 for 2013-2015: Provide effective academic support services as measured by an increase in the rate at which students successfully complete courses.

**Person(s) Responsible (Name and Position):**

- Timothy Hollabaugh - Dean, Technology Services

**Rationale (With supporting data):**

Currently there is a backlog of requests for computer service. The district also has an outcome to replace all computers on a 4 and 5 year refresh cycle. The district has approximately 2,300 computers in service. This amounts to approximately 450 computers per specialist.

**Priority:** High

**Safety Issue:** No

**External Mandate:** No

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<tr>
<th>Add Resource Request for Action</th>
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<tbody>
<tr>
<td><strong>Resource Description</strong></td>
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<tr>
<td>Increase .5 FTE Microcomputer Specialist to 1 FTE</td>
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**Action: Support programming efforts**

Decrease backlog of programming requests and report generation.

**Implementation Timeline:** 2014 - 2015

**Start Date:** 10/15/2014

**Status:** New Action

**Identify related** District Objective #1 for 2013-2015: Provide effective academic support services as measured by an increase in the rate at which students successfully complete courses.

**Support Degree Audit system for Student Success**

**Person(s) Responsible (Name and Position):**

- Timothy Hollabaugh - Dean, Technology Services

**Rationale (With supporting data):**

The district has the Banner system with modules for Finance, Financial Aid, Student Accounting, Payroll and Human resources. In addition to these modules are the Banner Document Management System, Flexible Registration and the entire Data Warehouse Extended Information System (CEIS). Currently there are only three programmers that support these systems. The district is looking at adding another system, Degree Audit, that will add significant programming and support responsibilities to the staff.

**Priority:** High

**Safety Issue:** No

**External Mandate:** Yes

**Mandate Explanation:** The state mandated Student Success Scorecard has made it imperative to increase the number of completions. A degree audit system is fundamental to this effort.

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**Generated by TracDat a product of Nuventive.**
## Add Resource Request for Action

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<th>Resource Description</th>
<th>Why is this resource required for this action?</th>
<th>Notes (optional)</th>
<th>Active</th>
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<tbody>
<tr>
<td>1 FTE Programmer Analyst</td>
<td>Currently there are 3 full time programmer analysts that support the entire Banner and Data Warehouse systems. With the addition of a Degree Audit system the current staffing will be unable to support all systems.</td>
<td></td>
<td>Yes</td>
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### Action: Support Mail Operations

Increase support for mail and copy operations throughout the district

**Implementation Timeline:** 2014 - 2015  
**Start Date:** 10/15/2014  
**Status:** New Action

**Identify related course/program outcomes:** Maintain accurate and timely mail operations for the district

**Person(s) Responsible (Name and Position):** Timothy Hollabaugh - Dean, Technology Services

**Rationale (With supporting data):** The district has four sites that must be supported with a centralized Mail and Copy operation. All internal and external mail is managed through a central hub activity that must account for all mail coming and going.

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

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<td>Increase .5 FTE copy/mail employee to 1 FTE</td>
<td>The district has a centralized facility for mail operations. Currently the staff is at 2.5 FTE which is not sufficient to adequately manage all of the Mail and Copy responsibilities for the district. Staff have been augmented with Student workers but this is problematic when operating the Mail delivery and processing.</td>
<td></td>
<td>Yes</td>
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### Action: Support Network and Phone systems

Support the maintenance and management of district network and telephone infrastructure.

**Implementation Timeline:** 2014 - 2015  
**Start Date:** 10/15/2014  
**Status:** New Action

**Identify related course/program outcomes:** Operational requirement

**Person(s) Responsible (Name and Position):** Timothy Hollabaugh - Dean, Technology Services

**Rationale (With supporting data):** The district has over 800 phone sets with an additional 1000 voice mail boxes to support. The district also has four sites with over 127 network switches to maintain including the associated routers and fail-overs. These are critical systems that must be maintained in order for the district to conduct business.
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<td>1 FTE Network Analyst</td>
<td>Currently there is 1 FTE to support the districts phone and network infrastructure. This is problematic as there is no backup for support of the 127 switches and over 800 phone sets that operate in the District.</td>
<td></td>
<td>Yes</td>
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### Action: Add Wireless Access Point

Add wireless access points to buildings in the district that do not currently have wireless access

- **Implementation Timeline:** 2014 - 2015
  - **Start Date:** 10/15/2014
  - **Status:** Continued Action

- **Identify related** District Objective #1 for 2013-2015: Provide effective academic support services as measured by an increase in the rate at which students successfully complete courses.

- **Person(s) Responsible (Name and Position):**
  - Timothy Hollabaugh - Dean, Technology Services

- **Rationale (With supporting data):** Students and staff alike have requested wireless access around the campuses to access course material and other Internet accessible information. By adding wireless access points to buildings that are not currently active students and staff will be able to access information on the fly.

- **Priority:** High
- **Safety Issue:** No
- **External Mandate:** No

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<td>Wireless access points for John Muir, Sycamore, Kern and Sierra</td>
<td>Access points are required for Wireless connections</td>
<td></td>
<td>Yes</td>
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### Action: TracDat integration

Create and distribute to appropriate staff a technical manual describing the system administration functions necessary for maintaining the TracDat system. Integrate TracDat support into the Work Order system currently in place in Technology Services

- **Implementation Timeline:** 2014 - 2015
  - **Start Date:** 09/01/2014
  - **Status:** New Action

- **Identify related** None

- **Person(s) Responsible (Name and Position):**
  - Timothy Hollabaugh - Dean, Technology Services

- **Rationale (With supporting data):** The TracDat system has been chosen to track progress on Student Learning Outcomes, Program Level Outcomes, Service Area Outcomes, Program Reviews and Senate/Committee work. Currently there is no technical manual describing all of the tasks involved in maintenance and user support.

- **Priority:** High
- **Safety Issue:** No
Action: Single Sign On

The district has several systems that require independent user credentials. Technology Services will implement a CAS/Shiboleth single sign on system whereby users have a single point of entry for all administrative systems.

**Implementation Timeline:** 2014 - 2015

**Start Date:** 09/01/2014

**Status:** New Action

**Person(s) Responsible (Name and Position):** Timothy Hollabaugh - Dean, Technology Services

**Rationale (With supporting data):** The single sign on system will enable the district to provide one entry point, a portal, for accessing all administrative systems. In addition, this single sign on system will support the mobile device integration for providing services via phones, tablets etc.

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No