

Comprehensive Program Review Report



Program Review - Technology Services

Program Summary

2023-2024

Prepared by: Glen Profeta

What are the strengths of your area?: The mission of the Technology Services department remains focused on delivering high-quality service and ensuring user satisfaction. Our core values continue to guide our efforts:

1. Integrity: We are committed to responsible stewardship of systems, processes, and data.
2. Continuous Improvement: We strive to understand our users' expectations and continually enhance our products, services, and processes.
3. Innovation: We stay up-to-date with emerging technologies and innovative solutions.
4. Team Collaboration: We recognize the power of collaboration and leverage our team members' strengths.

In the past year, the Technology Services department achieved several milestones:

1. Implemented a new cloud-based data warehouse and have begun rebuilding Argos reports to utilize this new data source instead of pulling data directly from Banner.
2. Conducted our first Disaster Recovery simulation after moving Banner to the AWS cloud.
3. Processed 5,200 work orders, a 10% increase over the prior year.
4. Supported the setup of three new building locations
5. Deployed over 450 new systems, and updated or refreshed 875 existing systems.

What improvements are needed?: Continuous Improvement:

1. Continue upgrading our infrastructure by replacing building-to-building Fiber with single-mode Fiber, enhancing speed and future-proofing for bandwidth requirements.
 - a. Evaluate existing fiber optic pathways to ensure pathways are maintained, access boxes are in working order, and repair infrastructure as needed.
 - b. A covered structure is needed to protect critical infrastructure immediately east of the Wolverton building.
 - c. Several Christie boxes have damaged lids that make accessing fiber conduit difficult in emergencies.
 - d. Several fiber conduit pathways are damaged, cut, or flooded and must be repaired or replaced. Once replaced, fiber optics need to be replaced.
 - e. The majority of the District fiber optics are on aging 1Gbps fiber links. Upgrade to single-mode fiber to achieve 25-50x speed increases and support future growth.
 - f. Regions of the Visalia campus need higher capacity fiber to support existing needs, including John Muir, Hospital Rock, Kaweah, Tule, and Lodgepole.
2. Server Room Equipment Upgrades- Redesign the core network to focus on redundancy, segmentation, and compartmentalization. Redundancy at the campus level should include two or more connections to the Internet. Redundancy at the building level should include two or more pathways to the campus core or regional distribution points.
3. Continue migrating on-campus servers to Amazon Web Services (AWS) to reduce costs and increase flexibility. In line with Objective 4 of the college's strategic plan, this migration will enhance cost-efficiency and improve disaster recovery capabilities, ensuring uninterrupted access to critical resources and aligning with our commitment to robust IT infrastructure.

4. Continue implementing electronic access control for IDFs, MDFs, and Server Room access to improve security. This initiative supports Objective 4 by strengthening our security posture, safeguarding sensitive data, and ensuring compliance with industry standards and regulations, thereby enhancing the overall integrity and reliability of our IT infrastructure.
5. Network Segmentation: Segmenting the Visalia campus network into seven distinct regions is essential for enhancing security and performance. By implementing this segmentation, we can isolate network traffic, improve security measures, and optimize network resources, resulting in a more robust and efficient network infrastructure.
6. WAN links for each campus location: Installing secondary Wide-Area Network (WAN) links for each main campus and center location, along with new core switches and firewalls, is crucial for ensuring network redundancy and reliability. This project will enhance the college's network resilience, reducing downtime and ensuring continuous connectivity for students and staff.
7. Increase Access Point (AP) density: Increasing AP density by 20% is necessary to accommodate the college's annual growth in connected devices. This will improve Wi-Fi performance, ensuring seamless connectivity for students and staff, and supporting the college's evolving technological needs.
8. Building-to-Building Fiber project: Upgrading the fiber links between various buildings and inspecting and replacing damaged access boxes is essential for maintaining a robust and reliable network infrastructure. This project will enhance data transfer speeds and network stability while ensuring the network's long-term sustainability.
9. Replace Custom EIS reporting system: Continuing the replacement of the custom EIS reporting system is essential for keeping the college's administrative processes up-to-date and efficient. This ongoing project ensures that the college can adapt to changing technology and reporting requirements while streamlining its operations.
10. Covered structure: Installing a covered structure over the CENIC/CVIN core equipment east of the Wolverton building is crucial to prevent overheating and protect critical network infrastructure. This measure will help ensure the uninterrupted operation of essential network equipment, preventing potential downtime and data loss.
11. Wi-Fi upgrade: Upgrading and expanding Wi-Fi coverage in the Visalia Quad is essential to provide students and staff with reliable wireless connectivity in a high-traffic area. This project will improve the overall user experience and support the college's commitment to providing modern, accessible technology resources.
12. Upgrade Tule 1st Floor Network IDF: Reworking the Tule 1st floor network closet and consolidating network wiring panels will lead to better organization and maintenance of network equipment. This upgrade will enhance network reliability and ease of management while potentially reducing maintenance costs in the long run.
13. Configure and convert to Banner Self-Service 9 (SS9) to improve efficiency and prepare to migrate to a new student registration system. By streamlining administrative processes and enhancing user experiences, this transition supports Objective 4's goal of promoting efficiency and innovation in our academic services.
14. Explore the benefits of a multi-cloud environment to help protect against a single vendor outage. As we diversify our cloud infrastructure, we mitigate risks associated with vendor dependencies, aligning with Objective 4's strategy to ensure business continuity and resilience in the face of unforeseen challenges.
15. Define data governance standards and implement practices throughout the District. This effort complements Objective 4's emphasis on data management and security, ensuring that our data assets are protected, organized, and leveraged effectively to inform decision-making across the institution.
16. Evaluate current reports running against the legacy data warehouse and refactor reports needing to be converted using the new cloud-based data warehouse. By optimizing our reporting infrastructure, we support Objective 4's vision of data-driven decision-making, empowering stakeholders with accurate and timely information to drive continuous improvement and innovation within the college.

Staffing Needs:

1. Formalize a helpdesk/support role to alleviate the workload on Micro-Computer technician specialists, potentially utilizing temporary student workers. This step aligns with Objective 4's focus on optimizing resource allocation and improving service

delivery, ensuring that our IT support ecosystem is more responsive and scalable to meet evolving demands.

1a. IT Helpdesk Coordinator: Adding one FTE IT Helpdesk Coordinator is necessary to ensure the District's IT support functions run smoothly. This coordinator will help streamline helpdesk operations, leading to faster response times, improved user satisfaction, and better alignment with the District's objectives.

1b. IT Support Technician: Modernizing the Microcomputer Specialist position to an IT Support Technician with a title and job description update is essential for aligning the role with current industry standards and responsibilities. This change will ensure that the Visalia Campus has a relevant entry-level IT position to assist existing staff and meet the evolving technology demands.

1c. Senior IT Support Specialist: Introducing one Senior IT Support Specialist will enhance the college's ability to provide advanced technical support and troubleshooting services to staff and students. This addition will contribute to a higher expertise within the IT department, ultimately improving the overall quality of IT support.

1d. IT Coordinator: Intended for the unique needs of the Hanford and Tulare Centers, this position would cover a broader range of common IT, media, and network support issues. Furthermore, the IT Coordinator will actively engage with faculty and students to identify and implement technology solutions that enhance the learning environment, aligning technology services with the strategic objectives of both centers.

2. Data Integration Developer: Adding one FTE Data Integration Developer is crucial for enhancing the college's data management and integration capabilities. This role will facilitate the efficient flow of data across various systems, improving decision-making processes and data-driven initiatives.

3. Business Systems Analyst: Introducing one FTE Business Systems Analyst is essential for optimizing the college's business processes and IT systems. This role will help identify opportunities for automation and efficiency improvements, leading to cost savings and improved operational effectiveness.

Classification Alignment:

1. Database Administrator: Realign the Database Administrator position to Grade 55 to match the responsibilities in the cloud environment. In addition, the upgraded position will play a pivotal role in data governance, aligning with Objective 4 to ensure data integrity and security throughout the institution's cloud-based systems, and enhancing decision-making capabilities.

2. Senior Programmer Analyst: Increase the grade of the Senior Programmer Analyst position to a Grade 53 to remain competitive and attract qualified candidates. This adjustment addresses compensation concerns and supports Objective 4 by reinforcing our commitment to talent acquisition and retention, ensuring that our IT team remains at the forefront of technological innovation.

3. Network Administrator: Rename and reclassify the Network Analyst position as a Network Administrator at Grade 53 to align with core infrastructure roles. This reclassification underscores the importance of network management within the institution. It supports Objective 4 by ensuring that our network infrastructure remains robust, secure, and adaptable to evolving technological demands, enhancing the overall stability of our IT ecosystem.

Describe any external opportunities or challenges.: 1. Frequent changes in Federal regulations require on-going updates to ERP system.

2. Constant security threats, attacks, and malicious emails.

Overall SAO Achievement: For the 2022-23 year, the Technology Services Department has completed three Service Area Outcomes:

1. Upgraded Banner to the Latest version.

Changes Based on SAO Achievement: None

Outcome cycle evaluation: Overall the department is moving forward as planned with proposed outcomes. The work being completed sometimes reveals other work that must be done and sometimes this work is completed by other departments. This is a positive effect in moving the district toward effectiveness and efficiency.

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Action: Network Segmentation

Segment the Visalia campus network in seven distinct regions. Each region will require network aggregation hardware, and will connect to new core network hardware.

Within each region organize devices with greater logical segmentation. This is for security and performance reasons.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): Network segmentation is required to increase network security

Priority: High

Safety Issue: Yes

External Mandate: Yes

Safety/Mandate Explanation: Cyber Insurance requires this segmentation

Resources Description

Technology - 16 Network Switch (Aruba CX 8360 class switches) (Active)

Why is this resource required for this action?: Cyber insurance requires network segmentation.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 275000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: WAN links for each main campus location

Install secondary Internet connections (WAN links) for each main campus and center location. This project will require new core switches and firewalls for the Tulare and Hanford Centers.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): Our connections to the Centers have experienced ongoing outages due to recent damage to what is currently the only Internet connection to the Centers. Every instance of downtime is a major disruption to the Centers, causing all phones, Wi-Fi, and classroom Zoom connections to reset. A secondary connection is a crucial resource to carry on connectivity when the other connection has an outage.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Loss of connectivity also results in a loss of staff ability to contact emergency services (911), fire alarms, building alarms, HVAC controls, and security camera feeds.

Resources Description

Technology - Greg (Active)

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Why is this resource required for this action?: Greg

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 50000

Technology - Each Center requires two switches and two firewalls. Eight total devices. (Active)

Why is this resource required for this action?: Both Centers are currently directly connected to the Visalia campus and have no independent hardware to establish their own connection to the Internet.

Additionally, redundant hardware is required to limit single points of failure.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 300000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: 2022-23 Business Systems Analyst

Add one FTE Business Systems Analyst

Leave Blank:

Implementation Timeline: 2021 - 2022, 2022 - 2023, 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Manager of Applications

Rationale (With supporting data): The use of software based solutions at the district has continued to increase over time as well as the number of software applications being used in order to meet the needs of our students and employees. Maintaining and implementing new solutions requires full-time staff to understand the business functions to ensure that technology solutions meet those business needs. Many institutions have utilized Business Systems Analysts to help them better utilize the software they currently own as well as help the institution adopt new solutions when needed by translating the business needs into technical requirements for other technology specialists to build or implement. It is recommended to add one FTE Business Systems Analyst (\$135,000) to help the district address these needs moving forward.

See data integration job titles - Bing – Data Integration Specialist, Sr. Data Integration Developer (SSIS)

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2023 - 2024

09/19/2023

Status: Continue Action Next Year

Technology Services still recommends this additional position.

Impact on District Objectives/Unit Outcomes (Not Required):

Resources Description

Personnel - Classified/Confidential - Add one FTE Business Systems Analyst to help the district meet its objectives.

Program Review - Technology Services

(Active)

Why is this resource required for this action?: The use of software-based solutions in the District has continued to increase over time, as well as the number of software applications being used to meet the needs of our students and employees. Maintaining and implementing new solutions requires full-time staff to understand the business functions to ensure that technology solutions meet those needs. Many institutions have utilized Business Systems Analysts to help them better use the software they currently own. In addition, they help the institution adopt new solutions when needed by translating the business needs into technical requirements for other technology specialists to build or implement.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 140000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2021-2025

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2022-23 Data Integration Developer

Add one FTE Data Integration Developer

Leave Blank:

Implementation Timeline: 2022 - 2023, 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Applications Manager

Rationale (With supporting data): Utilizing data effectively is a key element to the success of the district. We must find new ways to manage this ever-growing resource. The current way we aggregate our data needs to be updated to utilize new industry standard practices as well as new architectures to provide a better platform for data driven decision making. The district's data warehouse needs to be retooled in order to make this a reality. This new position would provide the district with a person specializing in data integration tools, operational data stores, data marts and other data integration solutions. It is recommended to add one FTE Data Integration Developer (\$130,000) to address this growing need.

Search Class Specifications | Business Systems Analyst - Confidential | Class Spec Details (schooljobs.com) Business Systems Analyst

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Classified/Confidential - Add one FTE Data Integration Developer to help the District meet its objectives.

(Active)

Why is this resource required for this action?: Effectively utilizing data is a crucial element to the success of the District. We must find new ways to manage this ever-growing resource. The current way we aggregate our data needs to be

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updated to utilize new industry standard practices and new architectures to provide a better platform for data-driven decision-making. The 'District's data warehouse needs to be retooled to make this a reality. The new position would give the District a person specializing in data integration tools, operational data stores, data marts, and other data integration solutions.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 135000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2021-2025

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Increase access point density

Increase access point density by 20% for continual annual growth

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): Following the return to campus after COVID, the average daily Wi-Fi device count has tripled over pre-pandemic levels.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Technology - 100 Aruba AP-555, 20 Aruba AP-565, and 20 Aruba AP-575 (Active)

Why is this resource required for this action?: Following the return to campus after COVID, the average daily Wi-Fi device count has tripled over pre-pandemic levels. Additional access points provide additional areas of coverage to address gaps in coverage and provide more signals for more devices.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 225000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

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District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: Building-to-Building Fiber project

Upgrade fiber links between buildings in Tule, Live Oak, Blue Oak, Kaweah, John Muir, Hospital Rock, Sequoia, and Lodgepole. During this project we need to also, inspect and replace any damaged ground level access boxes (Christie boxes).

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): Virtually all aspects of Technology, Facilities, and Campus Police depend on fiber connectivity. Fiber older than 20 years or slower than 1Gbps can result in network loss. Additionally, lack of redundancy can leave areas vulnerable to extended outages that could last weeks or months. These are severe impacts to operations.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: When buildings lose their fiber links, those impacted offices and classrooms lose all ability to contact emergency services (911), fire alarms, building alarms, HVAC controls, and security camera feeds.

Resources Description

Technology - Purchase spools of Single Mode fiber optic cable in various 1,000 and 5,000 ft lengths. Purchase testing equipment for COS Network staff. Majority of this project cost (70%) will be labor to pull fiber, terminate, and test. (Active)

Why is this resource required for this action?: Replacement and new fiber is required to perform at modern speeds and with redundant pathway design considerations.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 150000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: IT Helpdesk Coordinator

Add one FTE IT Helpdesk Coordinator to help the District meet its objectives.

Leave Blank:

Implementation Timeline: 2022 - 2023, 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Infrastructure Manager

Rationale (With supporting data): Focused primarily on front-end, real-time support issues reported by phone, email, helpdesk, and person. This role provides remote assistance in installing software, updating systems, account issues, and troubleshooting. Additional tasks include developing support guides, documentation, follow-up communication, and coordinating efforts of student workers—placed at range 35

Priority: High

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Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2023 - 2024

09/19/2023

Status: Continue Action Next Year

Position still recommended

Impact on District Objectives/Unit Outcomes (Not Required):

Resources Description

Personnel - Classified/Confidential - Front-end, real-time support Specialist to assist with issues reported by phone, email, helpdesk, and in person. —placed at range 35

(Active)

Why is this resource required for this action?: This position is needed to provide remote assistance in installing software, updating systems, account issues, and troubleshooting. Additional tasks include developing support guides, documentation, follow-up communication, and coordinating efforts of student workers

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 130000

Personnel - Classified/Confidential - Front-end, real-time IT Helpdesk Coordinator to assist with issues reported by phone, email, helpdesk, and in person. —placed at range 35 (Active)

Why is this resource required for this action?: This position is needed to provide remote assistance in installing software, updating systems, account issues, and troubleshooting. Additional tasks include developing support guides, documentation, follow-up communication, and coordinating efforts of student workers

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 130000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2021-2025

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Senior IT Support Specialist

Add one Senior IT Support Specialist

Leave Blank:

Implementation Timeline: 2022 - 2023, 2023 - 2024

Leave Blank:

Leave Blank:

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Infrastructure and Security Manager

Rationale (With supporting data): The need for this position is to better support the District.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2023 - 2024

09/19/2023

Status: Continue Action Next Year

Added position still recommended.

Impact on District Objectives/Unit Outcomes (Not Required):

Resources Description

Personnel - Classified/Confidential - Encompasses the same responsibilities of the IT Support Specialist (Microcomputer Specialist) but also provides additional technician-level support for network, media, and server tasks. Place at range 45. (Active)

Why is this resource required for this action?: Creating a senior specialist role is designed for a few things. It adds to the pool of specialists and gives additional resources for the System Administrator, Network Administrator, and media services teams, as we can have these individuals perform hands-on work. System/Network/Media design work would not be part of this role, but hands-on equipment would. This senior position would also be a role that can more readily assist with CTE projects as all current network and media-related tasks (90% of their need). For the next two years, CTE could fund the upgraded salary of this position, so there is no net change to our budget.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 130000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2021-2025

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2022-23 continued replacement of custom EIS

Replace Custom EIS Reporting system.

Leave Blank:

Implementation Timeline: 2020 - 2021, 2022 - 2023, 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

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Person(s) Responsible (Name and Position): Applications Manager

Rationale (With supporting data): We will continue moving significant items from the custom EIS system to non-custom applications. One significant EIS report is the regulatory 311 report. We are working with an external consultant (SIG) to move this in the first half of 2021. Additionally, during 2020-2021, we will start the work to implement Degree Works student education plans, which will replace the custom EIS SEP. Both projects are part of the long-term process to decommission the EIS tool since it poses a significant risk to the college.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2023 - 2024

09/15/2021

Status: Continue Action Next Year

Pursue EIS replacement or upgrade alternatives. Decided on Invoke Learning DataLakeHouse solution. Initiated implementation September 2022.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2021-2025

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Covered structure

Install a covered structure over CENIC/CVIN core equipment to the east of the Wolverton building

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): This equipment sits in direct sunlight and reaches temperatures in excess of 120 on summer days. The equipment needs to be shaded to remain cooler for optimal operation. All campus connectivity for Visalia, Hanford, and Tulare goes through these boxes.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Overheating could cause extended loss of service to all physical locations. COS would lose all

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ability to contact emergency services (911), fire alarms, building alarms, HVAC controls, and security camera feeds.

Resources Description

Technology - Install a covered roof to protect the COS core Internet connection equipment. (Active)

Why is this resource required for this action?: Overheating could cause extended loss of service to all physical locations. COS would lose all ability to contact emergency services (911), fire alarms, building alarms, HVAC controls, and security camera feeds.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 35000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: Wi-Fi upgrade

Upgrade and expand Wi-Fi coverage in the Visalia Quad.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): COS frequently hosts events and activities in the Quad with hundreds of participants and dozens of vendor booths. Wi-Fi is often crucial to the success of these events for demonstrations, signups, and payments.

Ongoing, students frequently request improved access to Wi-Fi while sitting and working in the Quad. Student also request the ability to remain connected while walking between buildings.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Technology - Purchase 22 Aruba AP-575 units, five Aruba AP-565, and 3 Aruba AP-555s. Run overhead exterior fiber to the campus coffee shop (The Grind). Install constant power to Wi-Fi bollards in the center of the quad. Purchase 12 ground mount bollards to house Wi-Fi equipment in the middle of the Quad. (Active)

Why is this resource required for this action?: This equipment is required to provide adequate coverage for the acreage and the number of people expected at high density events.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 110000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices

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and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: IT Coordinator position

Create an IT Coordinator position for Tulare and Hanford center. No net change in headcount

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): Address the unique needs of the Hanford and Tulare Centers, this position would cover a broader range of common IT, media, and network support issues. Furthermore, the IT Coordinator will actively engage with faculty and students to identify and implement technology solutions that enhance the learning environment, aligning technology services with the strategic objectives of both centers.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Classified/Confidential - Address the unique needs of the Hanford and Tulare Centers, this position would cover a broader range of common IT, media, and network support issues. Furthermore, the IT Coordinator will actively engage with faculty and students to identify and implement technology solutions that enhance the learning environment, aligning technology services with the strategic objectives of both centers. (Active)

Why is this resource required for this action?: IT Coordinator, no net change in headcount

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 130000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: Modernize Microcomputer Technician position

Modernize roles and title of the Microcomputer Technician position with IT Support Technician. The Visalia Campus is in need of an entry level IT position to work with existing staff.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): This role will address entry level needs such as system imaging, inventory management, receiving, and some user support requests.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Program Review - Technology Services

Personnel - Classified/Confidential - Full-time CSEA position for IT Support Technician. (Active)

Why is this resource required for this action?: This role will address entry level needs such as system imaging, inventory management, receiving, and some user support requests.

Notes (optional): This position is currently vacant across all District locations. We plan to fill this only in the event of a future opening to our existing headcount.

Cost of Request (Nothing will be funded over the amount listed.): 130000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: Reclass Network Analyst

Reclass the Network Analyst to have a title of a Network Administrator. Align pay with System Admin.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): Align this position with the industry and our cohort of community colleges. This position handles a similar depth and breadth of work as the System Administrator, Database Administrator, and Cloud Engineer positions. The legacy of this position as an "analyst" class reflects the position as defined 15-20 years ago as essentially a "phone" administrator. This position is currently responsible for all of the critical infrastructure underpinning our network - computers, servers, phones, cameras, facilities/HVAC, elevators, WiFi, etc.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Classified/Confidential - Reclass of the existing Network Analyst to Network Administrator, Range 53 (Active)

Why is this resource required for this action?: Align this position with the industry and our cohort of community colleges. This position handles a similar depth and breadth of work as the System Administrator, Database Administrator, and Cloud Engineer positions. The legacy of this position as an "analyst" class reflects the position as defined 15-20 years ago as essentially a "phone" administrator. This position is currently responsible for all of the critical infrastructure underpinning our network - computers, servers, phones, cameras, facilities/HVAC, elevators, WiFi, etc.

Notes (optional): This is a reclass of an existing position.

Cost of Request (Nothing will be funded over the amount listed.): 30000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Program Review - Technology Services

Action: Server room equipment upgrades

Server room equipment upgrades for on-premises servers, data storage, and core connectivity equipment.

Leave Blank:

Implementation Timeline: 2023 - 2024

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Greg Meinert

Rationale (With supporting data): Current equipment is end-of-life and out of support. We are experiencing an increased frequency of equipment failures that will continue to increase as our ability to buy replacement parts diminishes.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: The core servers in our campus datacenters are crucial to providing connectivity and access to services for many campus based resources. Among these include some facilities systems, security door locks, and campus wide alert systems.

Resources Description

Technology - Twelve (12) physical servers (\$360K), eight (8) physical storage arrays (\$725K), six (6) network switches (\$100K), three (3) new server room battery backup and conditioning systems (\$75K), four new KVM systems (\$5000), and miscellaneous cables and management equipment (\$5000). (Active)

Why is this resource required for this action?: Current equipment is end of life and the hardware is no longer covered by support.

Notes (optional): Purchase in phases over multiple years if needed.

Cost of Request (Nothing will be funded over the amount listed.): 1270000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.