

All Fields Report

Program Overview

Program	Information Technology
Does this program have a CTE component?	Yes
Academic Year	2020/2021
Review Period	6 Year
Service Areas	

Program Description and Goals

This section addresses the big picture. Prompts should help you describe your program and goals and the relationship to the institutional mission, vision and goals, and how the program is funded.

1. Describe the program and/or service area under review and how the program supports the mission of Santa Monica College.

The IT Department at Santa Monica College is a cohesive team that supports excellence in teaching and learning through continuous improvement of technology and the end user experience. The IT Department develops its mission and vision around institutional goals to support SMC's overall mission.

Organization of IT

The IT Department currently has 43 staff and management members organized into four teams: Academic Computing, Management Information Services (MIS), Network Services, and Technical Support Services (TSS).

Center for Media Design (CMD) and Media Services were added to the IT Department in 2018. Media Services was grouped with Network Communications, switchboard operators, and a senior tech user support specialist to form TSS. CMD was grouped with Academic Computing forming a single team providing academic computing services throughout the District.

An overview of the responsibilities of each group is provided below:

Academic Computing – Oversees instructional technology planning, budgeting, and purchasing for: operation of the student computer labs and computer classrooms on the main campus and satellite campuses (CMD, Emeritus, Bundy, and Performing Art Center).

MIS – Creates, maintains, and expands the College's primary, centralized information system in support of the campus portal for faculty/staff, the student self-service portal, Academic Affairs, Enrollment Services, Business Services, Human Resources (HR), and other administrative areas.

Network Services – Manages and maintains the College's mission-critical computer and network infrastructure. This includes network security, public safety technologies, account provisioning, email and web systems management, and enterprise server and storage infrastructure administration.

TSS – Oversees installation, repair, and maintenance of the campus telephone systems

and administrative and faculty desktop computer systems. This includes software and peripherals, physical security systems, public safety communications equipment, and fiber and copper infrastructure cabling. In addition, the group also provides and operates district switchboard services and provides technology user training.

Media Services (currently part of TSS) – Oversees classroom technical support, the lending out and repair of campus audio/visual equipment, duplication of College-related video tapes, CDs, and DVDs, as well as Media Production Services.

2. Identify the overarching goal(s) or charge/responsibilities of the program or service area. If appropriate, include ensuring/monitoring compliance with state, federal or other mandates.

In 2020, Information Technology implemented a multi-year Technology Master Plan. This plan serves as a roadmap for IT planning and decision making over the next 5 years. The plan will be updated as goals are reached and review annually with the Technology Planning Committee.

As outlined in the Technology Master plan, IT follows a list of Guiding Principles that drives its vision, establishes overarching goals and identifies initiatives that when completed will lead to progress towards the stated goals.

Guiding Principles

Ten guiding principles were developed by the IT Strategic Planning Committee, in 2020. These principles provide a broad philosophy that influences the actions and beliefs of IT. Student Experience: Remain laser-focused on student needs. Every technology initiative and solution should consider the student experience.

1. **Communication:** Communicate the right message using the appropriate channels in a way that is understandable to the intended audience.
2. **Culture of Collaboration:** Find creative ways to collaboratively engage and meet end-user needs. The first response should never be “no,” but “yes, and.”
3. **Professionalism and Integrity:** Work hard, treat customers with respect, and consistently deliver innovative support and services. Maintain expert-level knowledge through access to the right resources, training, and tools.
4. **Security:** Protect SMC’s data and information from unauthorized use, destruction, and disruption. Security is everyone’s shared responsibility.
5. **Transparency:** Communicate well—share why IT initiatives are important, how they will be conducted, and when they will be completed.
6. **Ease of Use and Accessibility:** Deliver technology solutions that are intuitive and accessible for all students, faculty, and staff.
7. **Equity:** Work to ensure that SMC students, faculty, and staff have equal access to technology services and support regardless of location or technical proficiency.
8. **Resourcefulness:** Stay open-minded to deliver cost-conscious and collaborative solutions that leverage existing resources whenever possible.
9. **Product first:** To minimize risk and impact to the district, seek to address future needs with commercially available products and services. Only develop internally when no viable alternatives exist.
10. **Cloud:** Prioritize cloud solutions when possible to improve scalability, flexibility, and business continuity.

Vision 1 Modern and Reliable Technology

All departments at SMC, both academic and administrative, are reliant on technology infrastructure and systems. Modern and reliable technology is crucial to student success.

Goal: Plan for Administrative Systems

Define and communicate a strategy for administrative systems at SMC, including implementing a modern ERP system; completing the work that needs to be done to get there; and supporting existing systems in the interim.

Implementing a Modern ERP

- Continue work with the student information system (SIS) Steering Committee to define a timeline and strategy for implementing a modern ERP system. Work with Business Services to identify and consider budget implications.
- Engage an ERP consultant to facilitate the vendor selection process. This includes a fit gap analysis to identify third-party needs and cost estimates, including current state and required third-party vendors.

Preparing for a Modern ERP

- Assess the current risks to WebISIS and establish a strategy to sustain it in accordance with the timeline established for implementing a modern ERP system.
- Consider staffing to support WebISIS as part of the staffing plan (reference section 4.2).
- Limit development for WebISIS and implement a new approach for requesting additional functionality. Consider the following questions: Will the functionality be met by a future ERP? Can SMC wait until a new ERP is implemented? Are third-party products available?
- Develop business analysis and integrations skills internally
- Convert all Oracle forms to Oracle Application Express (APEX).

Supporting Existing Systems

- Document existing business processes.
- Develop a change management plan for implementation of a modern ERP system.
- Identify and document specific information about SMC data, including: where it resides, its structures, its quality, who has data access, and who has responsibility.
- Identify additional skills and training needed.

Goal: Implement Refresh Cycle for Infrastructure and Equipment

Establish and maintain a realistic refresh cycle for technology infrastructure and equipment that prioritizes areas of greatest needs and importance.

- Identify and categorize existing infrastructure and equipment, including but not limited to: cabling, DR equipment, door access, firewalls, IP phones, mobile devices, routers, security cameras, servers, storage, switches, uninterruptable power supply (UPS), and wireless access points.
 - Establish policies for when each item should be replaced based on industry standards and SMC budget considerations.
 - Identify the physical equipment that can be replaced by infrastructure-as-a-service (IaaS) and determine associated costs.
 - Consider adopting an IT asset management tool.

Sample of Planned Projects

- Upgrade firewall to provide 10G internet speed.
- Discontinue use of backup tapes in favor of cloud services.
- Migrate to Office 365 and decommission Exchange server.
- Expand wireless coverage.
- Decommission end of life wireless controllers.
- Replace audio/video (A/V) infrastructure.
- Retire and decommission end of life servers.
- Upgrade and maintain all systems at current release levels.

Goal: Support the Facilities Master Plan

Collaboratively work with Facilities Planning to support the successful deployment of technology infrastructure, hardware, and instructional technologies needed for construction projects.

In support of the Facilities Master plan, IT will:

- Provide current standards documentation for each construction project.
- Provide consultation and technology recommendations.
- Adhere to construction schedules and timelines.
- Provide requested equipment in a timely manner.
- Plan for impact new construction projects will have on existing staffing and infrastructure resources

Vision 2 Planned and Secure Technology Environment

A complex technology environment, and SMC's reliance on said environment, creates significant institutional risk. Breaches of the College's systems or a loss of service could have impactful ramifications on College operations and reputation.

Goal: Clarify, Document, and Refine Governance and Planning Processes

Refine the IT governance structure and planning processes to improve clarity about how technology projects and priorities are established at SMC. Establish clear objectives and increase awareness of IT governance across the district. Ensure cross-campus representation, collaboration, and communication to improve engagement.

- Document existing governance and planning processes.
- Work with stakeholders to identify existing gaps and points of confusion.
- Establish processes to assess, approve, and prioritize IT projects. Leaders from the functional areas should be involved in establishing priorities.
- Establish processes around technology procurement. Consider specific scenarios—for example, how should IT be involved in technology procurement as a result of grants or donations?
- Seek direction from the District Planning and Advisory Council (DPAC).
- Communicate the technology governance and planning processes to the campus community.

Goal: Develop an Information Systems Security Program

Develop a framework to reduce institutional risk by establishing documented IT policies and procedures, regularly scheduled assessments/scans, and security awareness training.

SMC will establish an Information Security Program based on National Institute of Standards and Technology (NIST) 171 standards that includes the following:

- An established information security office
- Security breach response plan
- Regular security assessments and third-party audits
- Center for Internet Security (CIS) critical controls assessment
- Phishing assessment
- Service policy and procedure catalog
- Vulnerability management
- Daily Splunk logging, Spirion data inventory and monitoring, and spam filtering
- Self-service password management/multi-factor authentication
- Mandatory security awareness training—included during new employee onboarding
- Secure Socket Layer (SSL) certificates
- Plan for mobile device management
- Approval process for data requests—data access management
- Encryption of protected data in transmission or at rest

Goal: Establish Business Continuity and DR Plans

Develop a comprehensive plan to maintain critical IT systems in the event of unplanned incidents. IT can support the creation of an institutional business continuity plan, but the plan needs to be driven by the College leadership team.

- Conduct a business impact analysis to establish recovery time objectives (RTOs) and recovery point objectives (RPOs) for critical systems.
- Conduct an analysis of existing datacenters and develop options for primary and backup sites moving forward. Assess costs of backing up directly to the cloud and determine frequency of backups.
- Procure funding and contract with an additional internet service provider for redundancy.
- Assess bandwidth requirement to support continuity of WebISIS.
- Develop an IT incident management/response team and communication plan that includes stakeholders from outside of IT.
- Document incident response scenarios and remediation plans. Maintain printed copies.
- Investigate and develop mutual aid agreements with external partners and institutions.
- Implement a test environment and test established plans regularly, including mock disaster drills. Stakeholders from outside of the department will need to participate. For example, facilities may need to assist with generator tests.
- Update plans on an annual basis.

Vision 3 | Outstanding Student Experience

The College has a reputation as an innovative institution. However, faculty and students reported that classroom experiences are not consistent across campus; there is inequity in the condition and outfitting of campus facilities; and there is not a dedicated service desk for students to contact for technology support.

IT can help affirm and advance SMC's reputation as an innovative institution by coordinating and facilitating the adoption of new technologies across campus, equipping the College's instructional spaces with consistent technology, and establishing an IT service desk. SMC will need to regularly consult with faculty and students to help determine technology needs and priorities.

Goal: Promote Usable and Consistent Experience in Classrooms and Labs

Establish a comprehensive support model for all classrooms and labs. Spaces should be welcoming, consistent, and intuitive. Support should be reliable, timely, and proactive.

- Create a working group with broad representation from across campus. Faculty and students need to be included.
- Inventory the technology currently in place in each classroom and lab.
- Define the use cases and needs of each type of classroom and lab and, define specific technology requirements. Involve faculty and students in classroom discussions to understand their needs. Conduct site visits to aspirational institutions to understand what is possible.
- Consider EDUCAUSE's Learning Space Rating System and other computer area facilities standards as benchmarks.
- Conduct a gap analysis of the technology that exists at each location and the defined technology requirements. Quantify the cost to bring all spaces up to the target standard.
- Develop training videos and quick-start guides to help faculty and students use the technology in each space. Include this information in a technology orientation process for new students and faculty.
- Assess staffing to support the labs and classrooms. Staff should be available during all hours of operation. Consider increased support during the first weeks of semester. Modify the existing Service Level Agreement (SLA) to reflect staffing changes.
- Work with facilities to modernize the look and feel of the labs, including: paint, furniture, etc. Clean up and replace the cabling as needed.
- Help ensure adequate Wi-Fi in classrooms and labs. This will include installing new access points and fixing points that are not placed correctly.
- Consistently engage with students and faculty to understand evolving needs. Current examples include consistent printing solutions and virtual workstations to support Bring Your Own Device (BYOD).
- Disseminate consistent information to lab and classroom support staff to best serve students.

Goal: Plan and Support Adoption of Emerging Technology and Trends

Continuously evaluate the existing and anticipated technology needs of the College and work collaboratively with the College community to procure technology solutions that best meet College needs.

- Identify a working group focused on innovative uses of technology. Incorporate members of the Information Services Committee (ISC) and center for teaching excellence.
- Establish processes to identify, evaluate, and approve new technologies. Several elements need to be considered, including: changes in program, return on investment (ROI), Americans with Disabilities Act (ADA) compliance, space requirements, etc.
- Continually engage faculty and students to identify emerging technology needs through surveys and focus groups.
- Engage faculty to discuss new software requirements each semester.
- Regularly attend IT conferences to learn about emerging technologies and present lessons learned. Develop internal expertise to support emerging technologies as needed.
- Establish expectations about level of support provided for emerging technologies. Examples of emerging technologies that SMC must continue to monitor include: Wi-Fi 6, 5G, chatbots, interactive display boards, telepresence, artificial intelligence, and blockchain.

Goal: Establish IT Service Desks

Establish two service desks. One for students and another for faculty and staff. Each should have at least one walk-up location on the main campus.

- Define hours of operation for each service desk. Analyze current help request data to identify times of peak demand. Make sure to consider all locations (Center for Media and Design (CMD), Bundy, Emeritus, etc.).
- Develop a staffing plan to staff the service desks based on the hours of operation, using both classified employees and student workers. Assign roles to existing IT staff. IT needs to stagger hours of support for lunch and start/end times. Consider outsourcing to augment support hours.
- Establish a consistent hiring and recruitment process for student workers, including a training program. SMC will need to determine the access that students can have.
- Determine the best locations on campus for the service desks. Establish where the service desks report in the IT organization.
 - Establish triage process to escalate service requests from the service desks. Assign roles to existing IT staff. Clearly define the responsibilities. Consider training as needed, particularly around customer service.
 - Identify and implement an IT service management system that includes: ticketing and analytics, service catalog, and knowledgebase functionality. Make the ticketing system available to all IT staff.
 - Develop documentation and a knowledgebase to improve efficiency and expand the role of service desk staff. Work to expand self-service functionality to reduce ticket volume.
 - Communicate new processes and expectations around the service desk and tiered support structure to the College community.

Goal: Support Guided Pathways Framework

Work with the SMC Redesign Team to provide technology solutions that support the goals to reimagine and comprehensively redesign the SMC student experience.

Provide the technology resources required in support of the following overarching goals identified by the Redesign Team.

- Program Maps: All instructional programs (degrees, certificates, and major preparation for transfer) have an adaptable program map with on and off ramps.
- Areas of Interest: All first time in college students identify an Area of Interest at the time of application and select an Academic and Career Path by end of their first academic year.
- Student Support: All students receive proactive academic and non-academic support.
- Critical and Gateway Courses: All students complete a minimum of 9 degree-applicable units in their Area of Interest or Academic and Career Path within their first year.
- Scheduling/Enrollment: Course scheduling is data-driven and informed by students' availability and comprehensive educational plans.

- **Student-Facing Technology:** All students utilize seamlessly integrated, interactive, comprehensive student-facing technology in support of their educational goals.
- **Communication & Outreach:** The College provides interactive, coordinated, and targeted communication throughout the student's SMC experience.
- **Professional Development:** All faculty, staff, and administrators participate in strategic, frequent, and consistent professional development to sustain SMC's student-centered, equity-minded, data-driven efforts.
- **Campus Community:** The college provides the physical and social space conducive to campus engagement and to a sense of belonging.

Vision 4 Ready and Able IT Team

The IT Department (IT) at SMC has talented employees who are committed to the success of the College. There is an opportunity to develop a staffing plan to better align the skills and efforts of the employees with the changing needs of the institution. A key component of this plan will be training and professional development.

There is also an opportunity to improve communication both within IT and from IT to the campus community.

Goal: Establish Communication Strategy for IT

Develop and deliver a tailored, consistently branded, College-wide IT communication strategy for promoting awareness for IT services and resources.

- Identify and document the situations that require communication from IT (e.g., outages, planned disruptions, updates, upgrades, changes, new projects). Establish policies and expectations for each situation to identify the campus constituents to be communicated with and how best to communicate with each constituent group (e.g., email, phone, digital signage). This matrix will need to be consistently updated.
 - Establish someone within the IT who is responsible for communication and maintaining the department's communication strategy. This may require the individual's job description to be changed.
 - Communicate to, and educate, end users about the appropriate channels for communication. Educate and train the campus community to align expectations about future communications from IT. Incorporate the training into new hire orientation for faculty and staff.
 - Establish a service catalog to communicate available services to the campus community.
 - Develop policies and best practices to improve the user experience including sending an acknowledgement to faculty and staff when they submit a help ticket and keep them updated through the resolution process. Establish, publish, and communicate SLAs for common requests.
 - Work with Marketing to develop consistent templates, documentation, web pages, and standard messages. Adopt a standard email signature for all IT staff.
 - Develop plan for IT leadership and staff to be active and visible on campus to promote their services. Consider the following: having an IT booth at VIP day, organizing annual or semi-annual student focus groups, and facilitating regular workshops for faculty and staff. Other strategies to promote awareness include increased IT signage around campus.

Goal: Establish a Staffing Plan

Establish a realistic staffing plan for IT that considers the future needs of the College, as well as training, professional development, and coaching for IT staff.

- Conduct an initial assessment of IT staff skills, interests, and professional development goals.
- Create individual development plans for each IT staff member—utilize the Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goal system. This will require IT managers to work with HR and the California School Employees Association (CSEA).
- Identify skills that will be needed to support the future ERP system. Consider the need to retrain and reskill staff in professional development plans as needed.
- Establish a budget for professional development.
- Consider components of common frameworks such as ITIL and COBIT as needed
- Develop a plan for cross-training staff within the department.

- Create succession plans as needed.
- Adjust job descriptions to acknowledge varying levels of knowledge and responsibility within IT, and provide career-laddering opportunities where they do not already exist.
- Promote annual attendance at technical conferences and membership in professional organizations such as EDUCAUSE.
- Set aside a predetermined amount of time for weekly training and professional development.
- Build the knowledgebase in the IT service management tool.
- Assess the schedules of IT staff to align support with the needs of the College.

3. If applicable, describe how the Institutional Learning Outcomes (ILOs), Supporting Goals, and/or Strategic Initiatives of the institution are integrated into the goals of the program or service area.

Each Goal developed in the 2020-2025 Technology Master Plan identifies the primary linkage to the SMC Strategic Initiatives as follows:

Goal: Plan for Administrative Systems

Link: SMC Strategic Initiative: Improve facilities and technology infrastructure, integration, and staffing.

Goal: Implement refresh cycle for infrastructure and equipment

Link: SMC Strategic Initiative: Improve facilities and technology infrastructure, integration, and staffing.

Goal: Support the Facilities Master Plan

Link: SMC Strategic Initiative: Improve facilities and technology infrastructure, integration, and staffing.

Goal: Clarify, document, and refine governance and planning processes

Link: SMC Strategic Initiative: Foster institutional effectiveness and innovation by improving long-term and integrated planning linked to resource allocation.

Goal: Develop an information systems security program

Link: SMC Strategic Initiative: Improve facilities and technology infrastructure, integration, and staffing.

Goal: Establish business continuity and disaster recovery (DR) plans

Link: SMC Strategic Initiative: Assure an effective and dynamic College by ensuring long-term fiscal stability.

Goal: Promote usable and consistent experience in classrooms and labs

Link: SMC Strategic Initiative: Close the gaps in educational outcomes among student groups.

Goal: Plan and support adoption of emerging technology and trends

Link: SMC Strategic Initiative: Expand the College’s identity by enhancing and diversifying educational and career opportunities and pathways for students.

Goal: Establish IT service desks

Link: SMC Strategic Initiative: Close the gaps in educational outcomes among student groups.

Goal: Support Guided Pathways Framework

Link: Link: SMC Strategic Initiative: Close the gaps in educational outcomes among student groups.

Goal: Establish communication strategy for IT

Link: SMC Strategic Initiative: Improve facilities and technology infrastructure, integration, and staffing.

Goal: Establish an IT staffing plan

Link: SMC Strategic Initiative: Develop a human resource (HR) plan that supports student success by achieving benchmark levels of full-time faculty, classified staff, and administrators.

4. If your program receives operating funding from any source other than District funds identify the funding source. If applicable, note the start and end dates of the funding (generally a grant), the percentage of the program budget supported by non-District funding, and list any staff positions funded wholly or in part by non-District funds. Do not include awards for non-operational items such as equipment (ex. VTEA) or value added activities (ex Margin of Excellence).

The SMC IT Department has received the following funding sources outside District funds.

Student Equity and Achievement Program: From 2014 until 2019, the Student Equity and Achievement Program paid the salaries of two Senior Programmers reporting to IT. These salaries have since moved back to the General fund.

Instructional Block Grant Fund: The funding of this source varies from year to year and is used to address instructional technology needs. SMC has established a Technology Equipment Refresh Plan (TERP) and relies on this funding for computer replacements. Any remaining funds are used to address the needs identified by the Information Services Committee (ISC).

Bond Measures: When allowed, existing bond measures have been used to fund capital improvement projects, including technology.

Populations Served

In this section you will provide information that describes who your program or service area serves. When comparing data from different periods, use a consistent time frame (ex. Compare one fall term to another fall term)

Saved Information For Populations Served

Area/Discipline Information Pertains To

All Disciplines (answered once)

1. Describe who your area serves (students, staff, etc.) – both directly and indirectly. If pertinent, indicate variables such as ethnicity, race, gender, age of your client base.

The IT Department provides support to the entire college community. Traditionally, this has been provided primarily on-premise with extended support to Distance Education. Due to COVID-19, this support has shifted to primarily remote support and support to a limited number of essential on-premise workers.

The populations directly supported by IT include prospective students, students, faculty, administrators, staff, alumni and college community members. In addition, IT supports community affiliations such as the Broad Stage, Foundation, and identified consultants.

2. Discuss any significant change(s) in the population(s) served since the last full program review and the possible reasons for the change(s).

The most significant change has been due to COVID-19 and the shift from supporting on-premise users to supporting remote users.

Program Evaluation

In this section programs/units are to identify how, using what tools, and when program evaluation takes place. Evaluation must include outcomes assessment as well as any other measures used by the program. Please use Section D to address program responses to the findings described in this section.

Programs/units with multiple disciplines or functions may choose to answer the following questions for each area. If this is your preferred method of responding, begin by selecting a discipline/function from the drop down, answer the set of questions and click "Save", your answers will be added to the bottom of page. Do this for each discipline/function. If you would like to answer the questions once, choose "Answer Once" from the drop down.

How would you like to answer these questions?

Saved Information For Program Evaluation

Area/Discipline Information Pertains To

All Disciplines (answered once)

1. List your administrative unit UOs.

UO statements focus on service or operational outcomes such as:

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

The IT Department currently assesses two UOs. They are:

UO #1: Modern and reliable technology is fully implemented.

UO#2: Students and faculty receiving IT support report being satisfied with the services they receive from the IT help desk.

2. Describe when and how the program assesses these UOs and uses the results to inform program planning including:

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

UO #1 Assessment:

For the past few years, the IT Department has operationalized UO #1 (modern and reliable technology) as service availability and system security. Both service availability and system security are assessed continuously, 24 hours a day.

- Service availability is assessed by calculating the system uptime availability (percentage of time a system is up and running) for the following mission critical systems:
 - Citrix
 - CorsairConnect through netscaler
 - CorsairConnect through WWW
 - SingleSignOn
 - Singlewire
 - Singlewire
 - Spiceworks
 - Titanium Web
 - Website – bookstore.smc.edu
 - Website – commed.smc.edu
 - www.smc.edu

The goal of the UO is to have >99% uptime for each of the mission critical systems named above.

- System security is assessed by the number of system hacking activities. The goal of the UO is to have 0 (zero) hacking activities.

Results for both assessments are monitored and reviewed continuously by IT staff. When the assessment results indicate that the goals for service availability and system security is not met, the IT department troubleshoots, takes action to address the issues and then reassesses.

UO #2 Assessment:

Faculty, staff, and managers who use the IT help desk (IThelp@smc.edu) are administered a survey using Microsoft Forms to provide feedback on the quality of service received. The survey includes three items that uses a five-point rating (1 – not satisfied at all, 5 – very satisfied) that assess satisfaction related to:

- Timeliness of service
- Professionalism and helpfulness of support technician
- Overall satisfaction with service

The results of the survey are reviewed regularly by appropriate staff (for example, MIS staff review the results that relate to help desk tickets that relate to them). The goal of the UO is to receive an average 5 rating for each of the three survey items. Individual responses that need attention are followed up the area IT manager.

A similar survey is being developed for the IT Student Help Desk to assess student satisfaction with their support requests.

3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.

In addition to the assessments for the two UOs, the IT department also collects the following data:

- Response Time Threshold: The IT department's Service Level Agreement (SLA) outlines what end users should expect in terms of response times for help desk tickets. A daily automated report is sent to area IT managers to monitor requests that fall outside of the agreed timelines. Managers are responsible for following up on the request with IT staff and end users when needed.
- Volume of help desk requests: On average, IT receives approximately 10,690 help desk requests for staff per year.

- Volume of student IT support desk: On average, IT receives approximately 570 student technical support requests a month.

D1: Past year's Objectives

As part of the planning process, programs are expected to establish annual objectives that support the program's goals. Please document the status of the program/function's previous year's objectives. Add comments if you feel further explanation is needed.

Objectives

<p><u>Objective:</u> 10Gig Internet upgrade CMD</p> <p>CENIC, the Internet provider for CCC recently began upgrading College circuits from 1gb to 10gb. The final step in this upgrade was to establish a second 10gb circuit at CMD for failover and redundancy.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u> New 10gb Circuit was installed and link was established the SMC network.</p>	
<p><u>Objective:</u> Conduct Technology Assessment</p> <p>Engaged consulting services using IEPI Seed Grant to conduct a comprehensive IT Assessment. The findings and recommendations were used to inform the Technology Master Plan.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u> The assessment included input from over 900 college community members. Over a week long visit, Berry Dunn consulting conducted approximately 34 Focus Groups. Participants included all college constituents including, students, faculty, staff, and administration. In addition, Berry Dunn met with all members of the IT Team. To expand their reach, Berry Dunn also conducted peer reviews with other colleges and send out a survey to the college community.</p>	
<p><u>Objective:</u> Develop a 5 year Technology Master Plan</p> <p>The need for a multi-year technology plan was identified in the Accreditation Quality Focus Essay and became a DPAC objective. The plan was created with the help of consulting services procured with IEPI Seed Grant Funds.</p> <p>The plan was approved by DPAC and the President.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u> The plan will provide direction for IT planning over the next 5 years.</p>	
<p><u>Objective:</u> Develop an IT Staffing Plan</p> <p>The need for an IT Staffing Plan was identified in the Accreditation Quality Focus Essay. This plan was created with the help of consulting services procured with IEPI Seed Grant Funds.</p>	

<p><u>Status:</u> Completed</p> <p><u>Comments:</u> The plan will serve as a staffing planning tool for IT over the next 5 years.</p>	
<p><u>Objective:</u> Evaluate Mac OS deployment software</p> <p>A new Apple deployment system was put in place to better manage and provision Apple computers. This tool will automate many of the manual processes previously used to manage Apple computers.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u> Implemented Jamf Apple device management.</p>	
<p><u>Objective:</u> Progressively upgrade all District Computers from Windows 7 to Windows 10</p> <p>The last remaining Windows 7 computers have been identified and are being removed from SMC Network. Windows 7 computers needed to continue running legacy software will not be allowed to connect to the SMC Network.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u> Windows 7 recently reached end-of-life status by Microsoft. Once a OS reaches this status, Microsoft no longer provides security updates. This poses a serious security vulnerability to the SMC Network.</p>	
<p><u>Objective:</u> Trans Affirmed Names</p> <p>To help support the needs of SMC's Trans community, modifications were made to WebISIS so students can display their affirmed name displayed in Corsair Connect, Canvas and Class Rosters.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Gecko Engage</p> <p>Provided technical support for implementation of this Enrollment Services project. The new product provides live chat and chatbot features to answer students questions from the smc.edu website.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Library Management System</p> <p>Implemented Alma EX Libris Library Management System and decommissioned legacy Sirci Library system.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p> <p><u>Objective:</u></p>	

<p>Transcript Revision</p> <p>Added noncredit courses and certificates to the SMC transcript.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> SMC Promise Revision</p> <p>Revised MIS program to manage the SMC Promise program.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Financial Aid Student Forms</p> <p>Implemented Campus Logic student forms. This new process eliminates the need for a number of manual paper forms and vastly decreases the time needed to process a form.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Appeal Process</p> <p>In support of Financial Aid, MIS implemented a new automated appeal process using the recently implemented CampusLogic system.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Canvas course merge</p> <p>To support the needs of Academic Affairs and Distance Education, MIS developed a process to handle the merging of courses in Canvas. Faculty now have ability to merge different sections of the same course into a single course.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> SMC Magic</p> <p>MIS developed custom coding to batch send text messages to students. This new process accelerates the sending of information to students.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Upgrade Document Imaging Server</p> <p>To maintain a state of modern and reliable technology, Formatta Document Imaging System was upgraded to latest release.</p>	

<p><u>Status:</u> Completed</p>	
<p><u>Comments:</u></p> <p><u>Objective:</u> Early Alert</p> <p>Completed the technology implementation (phase I) of StarFish Early Alert system. This project was an initiative identified by the Pathways steering group.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Professional Development System</p> <p>In support of HR, MIS implemented Vision Resource Center’s professional development system.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> AB 1504</p> <p>To comply with AB 1504, MIS developed a process to allow students to opt out of Student Rep Fees.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Covid 19 Grade Policy Changes</p> <p>MIS implemented a new grade policy due to Covid-19. This new policy addresses the challenges students faced when SMC was forced to move to a remote environment during a semester.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Online Counseling Appointments</p> <p>Developed enhancements to Counseling Appointment Booking System through Corsair Connect.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u> Drop Grade Policy GW</p> <p>Implemented mandated GW Drop Grade policy as a result of Covid-19.</p> <p><u>Status:</u> Completed</p> <p><u>Comments:</u></p>	
<p><u>Objective:</u></p>	

New Teaching Methods

Implement new teaching methods to appear in Class Schedules as a result of Covid-19.

Status: Completed

Comments:

Objective:

Covid-19 Cares Act

Implemented Cares Act funding distribution that resulted from COVID-19.

Status: Completed

Comments:

Objective:

Remote Student Tech Help Desk

A remote help desk application, phone extension and live chat was setup to assist students with technology issues from home.

Status: Completed

Comments:

Objective:

Academic Computing Server Upgrades

To maintain modern and reliable technology, all Academic Computing servers have been upgraded to Windows 2012.

Status: Completed

Comments:

Objective:

Network Core Backbone Upgrade

Upgraded the Cisco Core switches used to manage SMC network.

Status: Completed

Comments:

Objective:

Firewall Upgrade

To leverage the newly installed 10gb Internet circuits provided by CENIC and to enhance security, new 10gb capable firewalls were installed.

Status: Completed

Comments:

Objective:

Student Drive Up WiFi

Extended Bundy wireless network to parking lot to provide students Internet access during Covid-19.

Status: Completed

Comments:

Objective:

Vulnerability Management Using Splunk and Nessus

To enhanced cyber security, new systems were put in place to scan and monitor SMC network for security vulnerabilities.

Status: Completed

Comments:

Looking Back

In this section, please document what you did last year as a result of what you described in Section C.

1. Describe any accomplishments, achievements, activities, initiatives undertaken, and any other positives the program wishes to note and document.

- At a moments notice IT staff not only shifted to working remotely, they also provided the technical support for students, faculty and staff to work remotely due to Covid-19
- A newly created Information Systems Security Officer (ISSO) position was created and filled in 2019, to address the growing concerns around data breaches, hacking, and data theft.
- The Director of Network Services position that has been vacant since 2018 was filled in 2020.
- SMC IT Strategic Planning Team completed a 5 year Technology Master Plan. The plan serves as a roadmap for technology planning and decision making. This is the first IT multi-year plan at SMC since 1999. The plan establishes an IT Mission, Guiding Principles, Vision and Strategic initiatives and will inform decision-making over the the next five years as the College continues to invest in IT infrastructure, services, and functions to support student success.
- An IT Assessment was completed with participation of over 900 college community members. Students, faculty, staff and administration participated in focus groups or responded to a survey provided by Berry-Dunn Consulting. The assessment was used to inform the newly created Technology Master Plan.
- SMC IT is moving towards a more formal internal project coordination methodology to better set priorities, establish responsibilities and to monitor/ control project completion.
 - IT is adopting best practices identified by Project Management Professionals (PMP)
 - IT will be using the "Responsible, Accountable, Consulted and Informed (RACI) model to improve completion, coordination and communication of projects.
 - IT has identified an approval process and priority matrix to newly requested projects.

Progress has been made on moving away from SMC's Legacy ERP system, ISIS.

- Fit Gap Analysis was conducted.
- Readiness Assessment was completed.
- Student Information System Steering Committee continued discussion of a new system.
- A number of initiatives to sustain ISIS until a new ERP has been identified are underway.
- An RFP to select a consulting company to walk SMC through the ERP selection process was completed and a company was selected. This engagement was halted due to COVID-19 and the current financial situation.

2. Summarize how the program or service area addressed the recommendations for program strengthening from the executive summary of the previous six-year program review.

The recently completed Technology Master Plan provides a framework to address the two recommendations for program strengthening.

1. The Technology Master Plan establishes a Vision directly linked to Institutional Strategic Planning Initiatives, clearly stating IT's specific role in executing these activities.

2. In addition to UOs, the Technology Master Plan provides a measurement of success for each goal.

- **Goal:** Plan for Administrative Systems

Measures of Success:

- Established strategy and timeline for future direction for ERP.
- Active and visible executive sponsorship for ERP implementation.
- Increased buy-in and stakeholder satisfaction measured through surveys.
- WebISIS no longer needed nor in use by SMC.

- **Goal:** Implement Refresh Cycle for Infrastructure and Equipment

Measures of Success:

- Five-year infrastructure replacement plan and budget provided to senior leadership.
- All infrastructure and systems are updated and under support.
- No equipment passes end of life.

3. Describe any changes or activities your program or service area has made that are not addressed in the objectives, identify the factors (e.g., licensure requirements, state or federal requirements, CCCO mandates, regulations, etc.) that triggered the changes, and indicate the expected or anticipated outcomes.

COVID-19 has forced IT to make several changes and establish new priorities to sustain and support SMC's technology needs through the pandemic.

Changes:

- IT has made available several of the previously on-premise only technologies to a remote environment.
 - Existing technology resources (laptops, cameras, iPads, Chromebooks, monitors, and peripheral devices) available for check-out.
 - Drive-up WiFi provides students free access to the Internet.
 - Limited physical use of CMD computer labs has been established for IDX program.
 - Limited physical use of Bundy technology has been established for Nursing students.
 - A Virtual Computing Lab (VCL) has been established to provide students remote access to SMC's physical lab computers.
 - Telepresence using Zoom was established to provide face to face meeting opportunities.

Factors:

- Students, faculty and staff have limited to no access to on-premise resources.
- Students, faculty and staff have varying needs and access to technology at home.
- Social distancing requirements and quarantines eliminate ability for in-person communication.

4. If your program received one time funding of any kind indicate the source, how the funds were spent and the impact on the program (benefits or challenges).

IEPI Seed Grant: Santa Monica College was awarded a \$200,000 Institutional Effectiveness Partnership Initiative Seed Grant. The 2018 to 2020 grant was used to Identify practices and solutions to develop an integrated and transformative technology plan and provide guidance for the College's process of planning, selection, procurement, and implementation of a new Student Information System. As a result of the funding, SMC worked with Berry Dunn Consulting in the creation of the 2020-2025 Technology Master Plan. SMC also worked with Campus Works Consulting to conduct an ERP Fit Gap Analysis.

Moving Forward

Discuss and summarize conclusions drawn from data, assessments (SLO, UO) or other evaluation measures identified in Section C and indicate responses or programmatic changes planned for the coming year(s) including:

- **how the assessment results are informing program goals and objectives, program planning, and decision-making**
- **specific changes planned or made to the program based on the assessment results**

The assessment results from UO #1 (modern and reliable technology is fully implemented) indicate that the IT Department is meeting its goal of >99% of uptime (service availability) for its mission critical systems. The two systems not meeting the goal, Spiceworks and Titanium were recently taken offline as a precautionary measure after a recent Ransomware attack. Once the event ended, these two systems were brought back online and continue to meet the 99% uptime goal.

Data for system uptime availability over the past year include:

- Citrix 99.99%
- CorsairConnect through netscaler 99.84 %
- CorsairConnect through WWW 99.82%
- SingleSignOn 99.99%
- Singlewire 99.97%
- Singlewire2 99.61%
- Spiceworks 98.57%
- Titanium Web 98.93%
- Website - bookstore.smc.edu 99.38%
- Website - commed.smc.edu 99.85%
- www.smc.edu 99.98%

In addition, in the last year, the college was a victim of a Ransomware attack. The attack was isolated to a single system hosting faculty web pages. The system was permanently taken offline and the restored content was moved to more secure cloud hosted solutions.

The results from the Customer Satisfaction Survey (assessing UO#2 related to end user satisfaction with help desk services) indicate that overall, staff, managers, and faculty are satisfied with the IT help desk services. From nearly 500 responses over the past two years, the average results of each question based on a five-point rating scale are as follows:

- Your request was resolved in a timely fashion: 4.86
- The support technician was professional and helpful: 4.89
- The technical issue was resolved to your satisfaction: 4.83

While the survey data shows that the IT department is providing quality service, the volume of help desk request data present a challenge in maintaining the high levels of satisfaction. On average, IT receives an average of 10,690 employee helpdesks requests per year, and it will be difficult to maintain the same level of activity over time with the inability to grow the IT team due to current fiscal conditions of the college. As a result, objective #3 (in the following section) was identified to help develop a system to prioritize IT projects.

The Information Technology Assessment conducted by Berry Dunn Consulting included over 30 focus groups and collected over 900 survey responses. The assessment provided a number of recommendations and identified Planning for an ERP, Reducing Risk, and Aligning IT Support with Institutional Needs as the most pressing themes. These findings informed the goals of the 2020-2025 Technology Master Plan. Objectives #1 and #2 were developed to make progress towards accomplishing two of the goals of the Technology Master Plan related to infrastructure/equipment and planning for administrative systems (see section A, question #2).

D2: Coming year's Objectives (Moving Forward)

Objective #1

Objective:

Assess the current risks to WebISIS and establish a strategy to sustain it in accordance with the delayed timeline established for implementing a modern ERP system.

Area/ Discipline/ Function Responsible: All

Assessment Data and Other Observations:

TIMS Report Data

External Factors:

SMC Strategic Initiative

Improve facilities and technology infrastructure, integration, and staffing.

Timeline and activities to accomplish the objective: Fall 2020 – Assess risks and establish plan to sustain WebISIS, including timeline

Winter 2021 – Implement plan

Describe how objective will be assessed/measured: All Oracle Forms and Reports will have been converted to APEX. A Disaster Recovery (DR) and Business Continuity (BC) plan is in place.**Comments:** Prior to the 2020-2021 year, IT planned to prioritize implementing a new, modern ERP system in its program review. However, in response to new fiscal and other challenges posed by the COVID-19, the objective was revised to focus on maintaining the functionality of the WebISIS system.

Objective #2

Objective:

Establish an equipment refresh plan for mission critical infrastructure and equipment based on industry standards, SMC budget considerations.

Area/ Discipline/ Function Responsible: All**Assessment Data and Other Observations:****External Factors:**

SMC Strategic Initiative

Improve facilities and technology infrastructure, integration, and staffing.

Timeline and activities to accomplish the objective: Fall 2020:

Take inventory for all infrastructure and equipment (phone systems, network switches, etc.)

Prioritize list based on critical nature of system and age.

Identify systems that reached end of life or nearing end of life

Spring 2021:

Research new and existing standards and releases

Develop refresh plan

Describe how objective will be assessed/measured: By the number of remaining equipment that has surpassed its end of life date.**Comments:** Currently, the IT Department has a refresh plan for instructional and non-instructional endpoint technologies. However, the department does not have one for the infrastructure and equipment. Accomplishment of this objective will help the IT department make progress towards one of the IT goals (implement refresh cycle for infrastructure and equipment).

Objective #3

Objective:

Establish processes to assess, approve, and prioritize IT projects.

Area/ Discipline/ Function Responsible: All**Assessment Data and Other Observations:****External Factors:**

SMC Strategic Initiative

Foster institutional effectiveness and innovation by improving long-term and integrated planning linked to resource allocation.

Timeline and activities to accomplish the objective: Fall 2020: Define what constitutes a project and establish a project request process.

Winter 2021: Establish a process of informing users of requirements to establish a new project.

Spring 2021: Establish a best practice project management methodology and follow the Responsible, Accountable, Consulted, and Informed (RACI) Model to identify roles and responsibilities for project completion.

Describe how objective will be assessed/measured: UO Assessment Data

Comments: Projects will be documented and progress will be shared with campus community up to completion using Monday.com.

Community Engagement

In the prompts that follow, please delineate the partnerships you have with the rest of the SMC community as well as those you have with external organizations.

1. If applicable, describe how your department staff members engage in institutional efforts such as committees and presentations, and departmental activities.

The IT staff and management are actively involved in a number of campus committees and groups. These include:

- District Planning and Advisory Council (DPAC)
- Technology Planning Committee (TPC)
- Information Services Committee (ISC)
- Distance Education Committee
- Student Information System Steering Group
- Information Technology Strategic Planning Group

2. If applicable, discuss the engagement of program members with the local community, industry, professional groups, etc.)

A number of IT Managers are actively involved in the Chief Information Systems Officers Association of the California Community Colleges. This organization provides networking opportunities and hosts an annual technology conference. The 2021 Annual Conference will be hosted online. This new format will allow all members of IT to participate in training sessions and offer an opportunity to network with peers from other California Community Colleges.

3. Discuss the relationship among program staff and unit engagement with other units or areas of the college.

As a service department, Information Technology must maintain a close working relationship with all areas of campus. Working collaboratively, each IT unit takes requests, establishes projects, defines requirements and delivers a finished product. To successfully define the requirements of requests, IT must work closely with all departments across campus to understand their business processes. Once the product is delivered, IT must continue to work closely with other departments to continue support of the finished product.

Current Planning and Recommendations

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Identify any issues or needs impacting program effectiveness or efficiency for which institutional support or resources will be requested in the coming year. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request support or resources through established channels and processes].

- COVID-19 has dramatically impacted the effectiveness and efficiency of Information Technology. The unforeseen shift to remote environment has caused IT to put a number of projects on hold and focus on urgent and emerging projects. Departments are seeking new technology solutions to be more efficient in a remote environment and IT is having to focus on these new requests. Furloughs have further impacted our effectiveness and efficiency as we now

have less time to deliver these new services.

MIS has been especially impacted. Several new COVID-19 related projects has forced IT to put a number of projects on hold including BankMobile, Starfish Phase II, and Payment Plan to name a few. At the same time, MIS is attempting to covert legacy Oracle forms and reports to a new platform, a critical step needed to prolong the life of ISIS.

Academic Computing has had to shift from providing in-person lab support to providing remote support. IT implemented an asynchronous Student IT Help system, Live Chat support, and established an IT Student Help line for phone support. The impact to Academic Computing has been great. They are having to re-think the way support is provided to students and deliver new ways of communication.

Technical Support Services (TSS) is now providing support to users working from home. TSS is having to find innovative ways to support new problems that are unique to users working from home.

To provide students, faculty and staff access to technology, Information Technology has shifted their focus from providing on-premise solutions to providing solutions for a remote environment. These include:

- Drive-up Wifi at Bundy Campus parking lot. This provides students free access to the Internet from their car and adheres to Social Distancing requirements.
- Student Technology Checkout. SMC purchased Google Chromebooks for student checkout to ensure they have the technology needed to successfully complete classes in a remote environment.
- Faculty/ Staff Technology Checkout: TSS is having to prep our existing inventory of laptops and imaging new hardware purchases for home use. In addition, they are creating work-at-home kits using an existing inventory of monitors, peripherals, and newly purchased web cams with headsets.
- Virtual Computer Lab (VCL). IT created a virtual lab so students can access SMC lab resources remotely.
- CMD Lab. Physical access to the CMD lab equipment was determined essential for the IDX program. To deliver this access, Academic Computing moved a number of computers to ensure social distancing and established a remote support solution.
- Adobe Sign Forms. The manual paper form processes at SMC were causing delays in the new remote environment. IT implemented Adobe Sign and converted a number of paper forms with manual processes to automated workflows.

2. If applicable, list additional capital resources (facilities, technology, equipment) that are needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

- **Server Room Environmental Controls:** In the 2020 Annual Program Review report, it was noted that the backup air conditioning unit that provides cooling to our data center has failed several times over the past 5 years. All student records, security camera recordings and other mission critical information is stored in this room. During winter of 2020, the rusting unit caused a leak in the room near our critical systems housing all the districts data. A new problem has arisen with the environmental controls in this room. Over the past several months, the humidity levels have reached nearly 90% on several occasions. This will have a long-term impact and could cause the equipment to fail or shorten its expected life-span.
- **Virtual Computer Lab:** IT is utilizing existing hardware to deliver a Virtual Computer Lab. If the demand for these resources exceeds our current capacity, additional hardware or a cloud solution will need to be purchased.
- **Student Information System:** Moving forward with a new Student Information System has been placed on hold due to current ERP industry's limited options as vendors move from legacy on-premise solutions to modern cloud based solutions, COVID-19, and current budget issues as a result of COVID-19. Once the effects of COVID-19 have past, SMC will need to once again make procuring a new Student Information System a priority. The replacement of this system was identified in the Technology Master Plan. This legacy system is reaching End-of-Life status and

lacks modern security, functionality, and architecture of current systems. The technology used to build this system is outdated and finding future staff members with the skills needed to support in the future will prove difficult.

3. If applicable, list additional human resources (staffing, professional development, staff training) needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

Due to recent retirements and resignations, IT is staffed with approximately 15 fewer employees than in the last six-year review. In addition, the Media Services Department and CMD IT departments have been added to the IT Department. To address these changes, organizational re-alignment will need to be made. As these changes occur, it is likely gaps in network, systems, programming and lab support will be found. To address these gaps without adding additional staff, IT will need to seek Working Out of Class or Reclass opportunities with our existing members.

Future Planning and Recommendations

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Projecting toward the future, what trends could potentially impact the program? What changes does the program anticipate in 5 years; 10 years? Where does the program want to be? How is the program planning for these changes?

COVID-19 has changed the way we think about work and learning. Over the next 5-10 years, the idea of more people working and learning from home will require IT to continue adapting to new technology solutions and the way in which they are delivered.

The continued trend towards cloud based technologies will reshape how technology solutions are delivered, managed and supported. The infrastructure needed to support an on-premise Data Center and Network Operation Center will slowly be replaced with cloud-based solutions.

The roles of IT staff will continue to change as a result of cloud based solutions. To stay current, job descriptions will need to be adapted to this new environment. Professional Development opportunities will continue to be an important part of all IT staff members to ensure they maintain technology currency.

2. If applicable, list additional capital resources (facilities, technology, equipment) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

na

3. If applicable, list additional human resources (staffing, professional development, staff training) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

na

4. If applicable, note particular challenges the program faces including those relating to categorical funding, budget, and staffing.

na

5. Summarize any conclusions and long term recommendations for the program resulting from the self evaluation process.

na

6. Please use this field to share any information the program feels is not covered under any other questions.

na

Evaluation of Process

Please comment on the effectiveness of the Program Review process in focusing program planning.

The Program Review process provides:

- A roadmap for technology planning.
- An opportunity to review the past, reflect on areas of deficiencies and identify areas needing improvement.
- A way of documenting success.
- Transparency and insight into each program.
- A way of tracking progress.

Executive Summary

These fields to be filled out by the Program Review committee. Reports will be sent to the program and will be available on-line to populate relevant fields in the annual report and the next 6 year report.

Narrative

Program Evaluation

Commendations

Recommendations for Program Strengthening

Recommendations for Institutional Support

Attached File Upload

Attached Files

Technology Master Plan	
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