

**Allan Hancock College
Administrative Department Program Review**

2021-2022 Comprehensive Self-Study

Program review is intended to be a reflective process that builds on the extensive information gathered for the Annual Updates and lays out the program’s major directions for the future. It is based on data and evidence to assess and improve performance on established functions and Service Area Outcomes. Service Area Outcomes reflect the measures of effectiveness of the department functions. (Place your responses in the text boxes below each question.)

Date:	3/3/22
Program/Department:	Information Technology Services
Team Chair:	Andy Specht
Team Members:	Jake Zent, Phil Hamer

I. Program Scope (must align with college mission)

I.a. Scope of Services – list and describe primary types of services and functions, including primary clients.

The Information Technology Services (ITS) department deploys and maintains technology resources for academic programs, support services, administration, and other institutional areas. ITS maintains the college’s public website, enterprise software for the campus, and supports program-specific software implementations. In addition, ITS supports all computer equipment that AHC provides to employees and students. ITS also manages connectivity for the campus, including the internet and phone systems.

I.b. Location and Time (check all that apply). Indicate where support is provided – not necessarily where you have a physical office.

Time	Santa Maria	Lompoc Valley	Santa Ynez	VSFB	Other Off-campus Locations	Online
	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	Always Sometimes Never	
M-F 8-4:30	X <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> X <input type="checkbox"/>	X <input type="checkbox"/> <input type="checkbox"/>			
M-F 4:30 on	X <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> X <input type="checkbox"/>	X <input type="checkbox"/> <input type="checkbox"/>			
Weekends	<input type="checkbox"/> X <input type="checkbox"/>	<input type="checkbox"/> X <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> X	<input type="checkbox"/> <input type="checkbox"/> X	<input type="checkbox"/> X <input type="checkbox"/>	<input type="checkbox"/> X <input type="checkbox"/>
Other	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>					

I.c. Admin Unit data

	2017-18	2018-19	2019-20	2020-21	2021-22
FT Employees	18	18	19	19	19

PT Employees	0	0	0	0	0
Student Workers	1	2	1	1	0
Temporary Workers	0	0	1	1	4

II. Past Program Service Area Outcomes (SAOs)

II.a. List program objectives (not resource requests) from past program reviews and provide an update:

SAO	YEAR	STATUS
Employees are provided with the technology resources needed to accomplish their functions.	2015-16 +annual updates	We update AHC computer standards each year to reflect evolving needs. A spring 2021 survey of employees showed that satisfaction for primary work devices ranged from 83% for Apple laptops to 61% for Dell laptops. Overall, satisfaction was very close to the 70% benchmark established in the previous program review.
Employees are satisfied with the outcomes of their technology support requests.	2015-16 + annual updates	In spring 2021, we developed a new ticket satisfaction survey as part of our online helpdesk. 95% were satisfied with the initial response time, 93% were satisfied with the time to resolution, and 94% felt their issue was successfully resolved. This exceeds the 85% satisfaction benchmark established in the previous program review. We are also tracking the average number of hours to close a case (by type of request), but we do not have multiple full years of data for this metric yet.

II.b. Comment on challenges and/or obstacles in achieving the outcomes

In the past two years, ordering and receiving technology equipment has been a significant challenge. Nearly every manufacturer faces supply chain problems and has been unable to keep up with pandemic-induced demand. This means that we are not always able to quickly provide satisfactory equipment for students and employees.

In addition, the pandemic has dramatically increased the demand for technology equipment and support. Before the pandemic, only a couple dozen laptops were available for students to borrow. Now, we maintain around 700 new laptops for students to borrow through the library or use in their coursework. In addition, faculty have requested cameras, microphones, additional displays, and other equipment in many classrooms. These needs have strained the workload of our technicians and have necessitated bringing in temporary staff funded by COVID-relief dollars.

II.c. Based on assessment of the past 6 years, what are the current department strengths and weaknesses?

ITS is fortunate to staff a team with exceptional skills in managing enterprise software, websites, and networks. Over the previous years, we have redesigned our public website; upgraded, enhanced, and improved the stability of Banner; expanded and improved wireless access across campus; and helped successfully launch many new program-specific software products like SuccessNet in student services, Jobspeaker in career services, and Cornerstone in human resources. In addition, we have maintained and enhanced an innovative degree auto-awarding program.

The department also features employees with strong audiovisual technology skills. Even during a pandemic (December 2020- December 2021), we supported 80 events with audiovisual technology. We have also successfully integrated cameras, microphones, and other new equipment into over 50 classrooms in the past six months.

We have also invested in new technologies to help automate the deployment of equipment. Google Chromebooks available to students can be remotely managed and updated from an online console. We have also begun to deploy Jamf, a mobile device management system, to improve the management of Apple devices and Deep Freeze Cloud to manage lab and classroom computers. To continue to successfully support the large number of computers on campus, we will need to increase our investments in automation, especially on the Windows deployment side. The process to image computers can be time-intensive, and we do not employ modern tools like Microsoft Endpoint Configuration Manager.

We also face considerable challenges when it comes to information security. The landscape of security risks for the college has become dire in the last few years. Enterprise ransomware attacks have been hitting other California Community Colleges, resulting in at least hundreds of thousands of dollars in damages as well as service outages that last for weeks. Software vulnerabilities have also drawn the time and attention of our ITS staff. In the last year alone, Microsoft email and Java vulnerabilities in college software have led to extensive emergency remediation projects.

The department also has areas for growth in customer service, communication, and shared governance. It is essential that ITS continually communicates with employees and students when they have problems or requests. We are improving communication processes and focusing on staff training for more effective communication. Shared governance with campus constituent groups, especially faculty, also needs attention. Though there are councils and

committees in place for shared governance, the work of these groups needs to be better documented and communicated.

Finally, the expanding scope of what the department is responsible for supporting will continue to strain our staff. We are now heavily involved in directly supporting students with borrowed laptops. The college is also moving towards installing a campus-wide security camera system, and ITS will be responsible for the management and maintenance of the system. Many of our job descriptions were developed to support a dramatically simpler environment and need to be revised.

III. Performance, Stated functions & Demand for Service

III.a. Quantitative data collected:

In spring 2021, Technology Council worked with Institutional Effectiveness to survey employees on their experience with technology at the college. Many of the questions were inspired by a similar survey conducted in 2013 that was used in the last ITS program review. This survey gauged employee satisfaction with office technology, classroom equipment, software, and support and asked about the importance of various technology in the coming years.

In summer 2020, ITS implemented a new online help desk system that is available to both employees and students and accessible from off campus. This allows us to now track and manage nearly every interaction with employees and students. We use help desk data to discover common problems, assess employee workload and productivity, and track metrics concerning the time it takes to respond to and complete tickets. The help desk also automatically sends a satisfaction survey to the requestor when a ticket is closed.

III.b. What workload metrics do you collect (i.e. number of surveys, help desk requests, purchase orders)

Service	2017-18	2018-19	2019-20	2020-21	2021-22^	Goals*
Total Help Desk Tickets Closed	1977	1764	2228	2740	2024	N/A
Argos Report Requests Completed	---	---	---	116	91	N/A
Successful Ticket Resolution Rate	---	---	---	---	93%	N/A
AV Events Supported	---	---	---	32	69	N/A
Avg. Hours to Problem Initial Response	---	---	---	42.67	31.34	N/A

* If you have an established benchmark (e.g. statewide recommendations, program goals)

^ Through 12/21/21

III.c. Survey data collected:

Describe the demand and satisfaction based on the results from surveys, focus groups, customer feedback, or other means of feedback.

Service	Level of Satisfaction	Importance	Analysis
Ticket Resolution Satisfaction and overall support	93% (ticket survey), 92% (spring 2021 survey – excellent or good)	High	We are successfully completing tickets to the satisfaction of requestors the vast majority of the time.
Classroom Technology	Podiums: 2.14/2.38 Projectors: 2.3/2.43 (devices/support). Multimedia/AV in classrooms (2.1) (1-3 scale)	High	Podiums and projectors were two of the lowest-rated technologies in our spring 2021 survey. Multimedia/AV was the lowest-rated aspect of our technology infrastructure.
Apple Product Support	iPads: 2.27 Apple Lab Computers: 2.29 (1-3 scale)	Medium	Though satisfaction with Apple products was high, satisfaction with <i>support</i> for these devices was substantially lower, especially when used in the classroom.
Enterprise Technology	Canvas: 2.33, Office 365: 2.25, Banner Admin Pages: 1.97	High	Employees rated Canvas and Microsoft Office 365 as the best technologies at the college. Banner and related applications received lower scores.
Information Security	88% rated as “very important”	High	Information security is a concern for employees and ransomware was the most common security concern.

Based on the survey results, what are the main gaps that form your SAOs for the next six years?

One major gap concerns information security. The risks of neglecting security have multiplied over the last few years, and we have few positions with security-related responsibilities and no dedicated staff member focused on security. This makes it difficult to maintain a comprehensive security program for the college and increases the likelihood that we will be impacted by a security incident.

Classroom technology is an area that has needed attention in recent years and this need has only increased with new synchronous hybrid course modalities. Satisfaction with classroom equipment is low and much of the equipment needs to be replaced soon.

Although employees are satisfied with the results of their service requests over 90% of the time, we could increase satisfaction through better communication. Nearly all cases of dissatisfaction with requests came from misunderstandings or a lack of response/updates from ITS staff.

IV. Equity

IV.a. How does your program support equity?

The pandemic has expanded the scope of IT Services to include a robust laptop lending program for students. Each semester hundreds of students borrow Chromebooks from the library or a MacBook for their media arts courses. These machines are serviced and maintained by ITS staff. In addition, we have recently expanded the scope of Wi-Fi coverage to include three parking lots for students to access the internet from their cars, and we have plans to expand coverage to other outdoor areas in the coming months. We continue to maintain dozens of on-campus computer labs in classrooms and resource centers.

We also focus on accessibility and language on our public website. We actively scan the website for accessibility obstacles and remediate them when necessary. We implemented a Spanish translation software for our website and work with areas across campus to make sure they review and correct translations of their content.

V. New Program Outcomes & Plan of Action

V.a. Identify recommendations to improve department performance in its functions and service outcomes (SAOs).

For example, if the function is payroll, an effective objective may be to process payroll on time with 99% accuracy. Example two, if the function is Plan Services repairs, an effective objective may be to complete all work orders in a timely manner. Example three, if the function is grant applications, an effective objective may be to file 'X' amount of grant applications and complete the application process on time.

SAO 1: Respond to all requests for technical support (i.e. problems) within one business day			
Activity	Timeline	Progress Measure	Link to Planning
Establish process for reviewing and assigning inbound tickets	Summer 2022	Create policy document	Accreditation III.C.4
Monitor ticket response time by service request type and technician	On going	TeamDynamix reports	Accreditation III.C.4
SAO 2: Attain a ticket satisfaction rate above 95%			
Activity	Timeline	Progress Measure	Link to Planning
Train ITS staff on best practices for managing service requests	Summer 2022	Hold training	Accreditation III.C.4

Review ticket satisfaction survey results with ITS staff	On going	TeamDynamix reports	Accreditation III.C.4
Continue to train staff on Apple management	Spring - Summer 2022	Hold training	Accreditation III.C.4
Assess and improve Windows deployment process	Summer – Fall 2022	Time to prepare computers. Number of problems with new computers	Accreditation III.C.3
SAO 3: Develop and maintain a comprehensive information security program			
Activity	Timeline	Progress Measure	Link to Planning
Hire an information security analyst	Summer 2022	Successful hire	Accreditation III.C.2
Implement BP/AP on information security	Fall 2022	BP/AP approved and board presentation	Accreditation III.C.5
SAO 4: Establish and implement up-to-date standards for classroom technology			
Activity	Timeline	Progress Measure	Link to Planning
New digital classroom standards brought through shared governance process	Spring 2022 – Fall 2022	Standards are approved by Technology Council and presented at College Council	Accreditation III.C.2
Prioritization list for upgrading rooms	Fall 2022	Prioritization list approved by Technology Council and presented at College Council and other relevant shared governance groups	Accreditation III.C.2

VI. Resource Needs

VI.a. To implement the actions above, list any resources needed (please include corresponding cost estimates):

	SAO	Planning Goal	Specific Resource	Estimated Cost	Health and Safety (Y/N)	Priority
Facility Needs	2,4	---	Secure location for storage and equipment work, once O-300 is demolished	\$20,000	Y	High
Technology Needs	3	---	A dedicated budget for	\$200,000/year	N	High

			information security, especially new software			
		Accreditation IIC.2, IIC.3	Budget for annual computer lab upgrades	\$150,000/year	N	Medium
Staffing Needs	3	---	Information Security Analyst	\$9,695/year (plus existing funds)	N	High
	1,2	----	Technical Support Specialist III	\$97,457/year	N	High
	1,2	----	Technical Support Specialist I	\$79,866/year	N	High
	1,2	----	Application Programmer	\$146,556/year	N	High
Equipment (non-technology)	---	---	---	---	---	---
Other Resources	4	---	Continued faculty participation in edTac and Technology Council	---	---	High

To ensure institutional input, and when appropriate, the program review chair should solicit input from a validation team comprised of the following members:

1. One faculty appointed by AS
2. One staff appointed by CSEA
3. One manager appointed by the Management Association

The validation team will prepare a memo regarding validation of the program review.

1. Does the report include the program scope, relevant data related to program functions and services, findings, and an action plan?

Yes.

2. Is the information in the program review valid and accurate? Is there any important information missing?

The program review is valid and accurate; no substantial information is missing. SAO 4 should also include Academic Senate in its progress measure and call out the specific "Owners and Change Agents."

3. Are there any areas in which the program deserves a commendation for performance excellence?

The Information Technology Services department deserves commendation for its response to the pandemic, when it comes to remote learning and teaching, as well as maximizing funding and staff to support hybrid classroom technology. It also should be commended for its support of students with disabilities.

Program Review Committee

The program review committee must be approved by the superintendent/president or cabinet level administrator.

Department Manager: Andrew Specht

Committee Member: Nancy Jo Ward

Committee Member: Jeffrey Velasquez

Committee Member: Stephanie Crosby

Approval

The written report will be submitted to the appropriate cabinet member for approval. The program review and annual updates will be used for planning and budgeting purposes.

Cabinet Member: Kevin Walthers