Standard Five-T – Information Technology

Since 2004, the technology support landscape at Lane has undergone dramatic changes. Staff reductions and organizational changes have tested the ability of technology support staff to adapt. Notably, the technology support staff has retained its focus on services to students and to the College by maintaining core infrastructure and services, and has implemented new technologies and additional instructional labs and systems.

Within the IT department, core programmers, network administrators, technicians and support staff have been with the College for many years. Key technological systems including Banner, ExpressLane, the Moodle online Learning Management System (LMS), and network and telephone services have been stable despite shrinking budgetary resources. Efficiency and fiscal sustainability measures have enabled the department to continue to maintain these vital services.

One example of fiscal sustainability is the adoption of the Moodle LMS. The College engaged in a process to select one LMS under the leadership of the faculty webmasters. As an open source software application, Moodle has no licensing fees, unlike competing commercial tools. As a result, faculty members are able to cost-effectively teach entire courses online or to supplement their courses with online tools in a hybrid fashion, as there are no per-seat licensing restrictions or costs.

Other examples of fiscal sustainability measures include a greater reliance on new network technologies, such as server virtualization and centralized desktop management. Using these tools, a reduced number of IT network administrators have been able to support an increasing number of

2005
- Internal reorganization of technology support staff created the Information Technology department , separating it from Computer Services and Instructional Technology Support Services groups.
- Manager of Technology Support Services position filled

2006
- Student wireless network to Internet put into effect
- Implemented electronic document imaging solution for Enrollment Services and Financial Aid
- Student Helpdesk set up for online and wireless support

2007
- The IT department lost 8.23 FTE (full-time equivalency) positions due to budget reductions, a loss of nearly 19% of the classified FTE in the department.
- Implemented Moodle Learning Management System (as college-wide standard)
- Implemented IT Direct Helpdesk ticketing system

2008
- Student laptop checkout lab opened in the Library
- Implemented electronic document imaging solution for Human Resources

2009
- Organizational restructuring shifted alignment of IT to Academic and Student Affairs
- Developed the student web portal through Title III grant funding
- Expansion of Student Technology Fee

Figure B.5T.1: Key Activities by Fiscal Year

The new system not only allows for day-to-day tracking of routine work, but also provides valuable trend information that has assisted managers in making adjustments to staffing requirements to better project future needs.

computer labs and smart classrooms. In addition, implementation of a new web-based service-requesting tracking system has set up an improved method of tracking all Helpdesk technician work. Feedback from Helpdesk clients is generally favorable as they are able to setup their service requests via a simple web form and track the status of their tickets as well.

Another focus has been finding new resources to accommodate upcoming technology needs. The Title III Engaging Students grant funds the development of an advanced web portal that expands current online support services (e.g., registration, bill payment and financial aid) by adding personalized tools for faculty and staff to communicate both one-on-one and with groups of students.

Fiscal Year	Expenditures
FY05	251,177
FY06	153,393
FY07	199,257
FY08	25,000
FY09	276,572
Total	905,399

Figure B.5T.2: Actual Desktop Computer Expenditures

Lane provides suitable computing and laboratory equipment to all instructional programs and sites to meet educational and administrative requirements. These resources are systematically managed using a computerized maintenance management system. Despite funding constraints, the College has been able to maintain an acceptable level of equipment upgrades using a combination of general funds and student technology fees. Since fiscal year 2004-05, the College has spent over $900,000 from the general fund Capital Outlay budget to replace desktop computers in faculty and staff offices (Figure B.5T.2). Additionally, grant funding has been used to create state-of-the-art facilities in the Dental Hygiene and Automotive programs.

The Student Technology Fee continues to be a stable funding source for computer and other instructional technology equipment that are key components of the learning environment

Career Technical programs have access to Carl Perkins Grant funds through Unit Planning. This process supports instructional and administrative equipment needs beyond departmental and division budgets. Funding requests submitted to Lane's Carl Perkins Advisory Committee are prioritized based on institutional priorities and resources are allocated accordingly through a collaborative, representative process.

Fiscal Year	Instruction	Instructional Support	Student Services	College Support Services	Total Expenditures
FY05	510,765	494,594	9,816	99,548	1,114,723
FY06	598,501	408,088	27,500	63,944	1,098,033
FY07	233,835	353,983	25,310	43,826	656,954
FY08	703,230	561,106	18,592	91,243	1,374,171
FY09	851,955	513,931	9,252	179,674	1,554,812
Total	**2,898,286**	**2,331,702**	**90,470**	**478,235**	**5,798,693**

Figure B.5T.3: Technology Fee Actual Expenditures by Program and Fiscal Year

The Technology Fund, which has totaled close to $1 million annually (Figure B.5T.3), directly addresses instructional technology needs and is also allocated through the Unit Planning process, in alignment with college strategic goals and instructional objectives.

In 2009, it was determined that the growing need for instructional technology throughout the College had expanded the need for budgetary resources in this area. As a result, the Board approved an increase to the fee, providing approximately $1.7 million dollars annually for this purpose.

Other areas of enhanced technology services and collaboration include:

- Wireless Internet services for all students, faculty and staff to provide access to instructional and research sites on the web
- A student laptop computer checkout program with the library to provide enhanced access to web resources
- Enhanced reporting capabilities from the classroom scheduling tools to provide information on room utilization and critical data for enrollment management purposes
- A digital document management application enabled Financial Aid, Enrollment Services and other offices to capture source documents in an electronic format
- Collaboration with the Enrollment Services office to migrate student fee payments to a secure, PCI (Payment Card Industry) compliant system[1] which results in significant cost savings and lower exposure to security breaches.
- State Support for Career Pathways web tools

In 2008, Management Structure Workgroup recommendations resulted in a shift in the organizational alignment of the IT Department to Academic and Student Affairs (ASA).[2] In 2009

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[1] *The PCI DSS is a multifaceted security standard that includes requirements for security management, policies, procedures, network architecture, software design and other critical protective measures. This comprehensive standard is intended to help organizations proactively protect customer account data. Source: PCI Security Council, About the PCI Data Security Standard, https://www.pcisecuritystandards.org/security_standards/pci_dss.shtml*
[2] *Management Structure Workgroup Report, http://www.lanecc.edu/oasa/MSW/documents/MSWstudy-final.pdf*

the Chief Information Officer (CIO) developed a new set of Strategic Areas of Focus to better align with the college's mission and enrollment growth objectives:

1. ***Growth in Online Course Delivery Systems and Support:***
   In alignment with the college's emphasis on enrollment growth, technology efforts will focus on the ability to provide infrastructure and support services for online learning.

2. ***Enhanced Web Development Resources:***
   College web services will be enhanced through a focused initiative to expand web development resources through multiple avenues, dynamic systems for delivery of web content, expanded training for content providers and additional IT staff resources.

3. ***Professional Development for Faculty, Staff and Managers:***
   Professional development opportunities on the use of new technologies such as Web 2.0 and social networking applications will be developed for faculty, staff and managers.

4. ***Research and Development Initiatives:***
   IT will continue to develop capacity to use new technologies that support instructional initiatives, efficiency measures and sustainability efforts.

5. ***Process Improvements in all areas of technology services and support:***
   IT will continue to revise existing support services, systems and processes as needed to improve the ability to cost effectively deliver the necessary technology support services to the college.

Organizational realignment of technology support now has the CIO reporting to the vice president of ASA, leading to several notable initiatives that will enhance the delivery of technology support services, especially in the area of instructional technologies. Within IT, an Academic Technology (AT) unit has been assembled from the Distance Learning, Instructional Technology Center, Web Development, Faculty Technology Specialists and Technology Training areas. The AT unit will serve as a focal point for online learning support and other technologies such as smart classroom and media support services.

Additional steps to be undertaken include leveraging the Building 2 remodeling initiative to include high tech computer labs and smart classrooms, the Academic Technology Center, web development and consolidation of other technology support functions and personnel; collaborating with Institutional Research, Assessment and Planning staff to build additional capacity for reporting and business intelligence tools to support enrollment management efforts around the College; providing expanded access to College and web resources to students, faculty and staff by implementing the web portal and enlarging the wireless access network coverage areas; expanding the Helpdesk ticketing system to include additional groups of support staff and to provide for project management functionality not currently available to IT coordinators and management.

Summary

Future technology initiatives at Lane will be identified and coordinated through deliberate planning efforts like the Unit Planning process. Funding for initiatives will be available through the Student Technology Fee (see Figure B.5T.3). Outcomes of initiatives will be reviewed for effectiveness and revised or updated as needed. This focused effort on planning, implementation and review will lead to an improved ability to deliver innovative instructional and administrative applications and services required to fulfill the College's mission and goals.

Looking forward, this refocusing of technology support resources should provide better alignment with the college's mission and instructional goals.