

2005	Internal reorganization of technology support staff to create the Information Technology department from the Computer Services and Instructional Technology Support Services groups.
	Manager of Technology Support Services position filled
2006	Student wireless network to Internet
	Implemented electronic document imaging solution for Enrollment Services and Financial Aid
	Student Helpdesk setup for online and wireless support
2007	The IT department loses 8.23 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)
2008	Implementation of IT Direct Helpdesk ticketing system
	Student laptop checkout lab opened in the Library
	Implemented electronic document imaging solution for Human Resources
	Retirement of the Associate VP of Information Technology
2009	Management restructure plan with Information Technology merged into Academic and Student Affairs
	Chief Information Officer position filled
	Development of the student web portal through Title III grant

Figure B.5T.1: Key Activities

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Since the NWCCU Accreditation visit in 2004, the technology support landscape at Lane has undergone dramatic changes. Staff reductions and organizational changes have tested the ability of the College's technology support staff to adapt. With this in mind, it is notable that the technology support staff has maintained its focus on services to students as well as the college by maintaining core infrastructure and services, along with implementing new technologies and additional instructional labs and systems.

Within the IT department, the core groups of programmers, network administrators, technicians and support staff have been with the College for many years (5.A.1). Stability of key systems like Banner, ExpressLane and Moodle, the College's online Learning Management System (LMS), along with network and telephone services has been the norm, despite shrinking budgetary resources. Efficiency and fiscal sustainability measures have allowed the department to continue to maintain these vital services.

An example of fiscal sustainability is the adoption of the Moodle LMS. The campus 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 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.

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, the reduced numbers of IT network administrators have been able to support an increasing number of computer labs and smart classrooms. In addition, the implementation of a new web-based ticket tracking system has setup an improved method of tracking all Helpdesk technician work. 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. Feedback from the Helpdesk clients is generally

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favorable as they are able to setup their service requests via a simple web form and track the status of their tickets as well. The Helpdesk technicians report that their productivity has increased as they are able to work more effectively with the end user and the dispatchers in the service center.

Another area of focus has been the College's ability to find new resources to accommodate upcoming technology needs. The Title III Engaging Student grant is funding the development of an advanced web portal that expands current online support services (registration, bill payment and financial aid) by adding personalized tools for faculty, staff and advisors to communicate both one on one and with groups of students (5.B.2).

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 (5.B.5)
- A student laptop checkout program to provide enhanced access to library and web resources (5.B.2)
- Enhanced reporting capabilities from the classroom scheduling tools to provide high level information on room utilization and critical data for enrollment and space management purposes
- A digital document management application to allow Financial Aid, Enrollment Services and other administrative offices to efficiently and securely 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 system¹ resulting in significant cost savings and lower exposure to security breaches

In 2008, the IT department was restructured as part of the College's Management Restructure Plan². As a result, in 2009 the Chief Information Officer 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 at Lane.
2. Enhanced Web Development Resources:

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 Accessed 08.19.09

² Management Restructure Workgroup, Management Restructure Report, <http://www.lanec.edu/oasa/MSW/documents/MSWstudy-final.pdf>

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College web services will be enhanced through a focused initiative to expand web development resources through multiple avenues including; development of a Web Content Management System, dynamic systems for delivery of web content, expanded training for content providers and additional IT staff resources (5.A.1).

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 deliver the necessary technology support services to the College.

The realignment of technology support, with the Chief Information Officer (CIO) reporting to the VP of Academic and Student Affairs has led to several notable initiatives that will enhance the delivery of technology support services, especially in the area of instructional technologies (see Figure B.5T.1). 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. AT support will have a direct impact on the capacity to deliver high quality online courses and support web development initiatives.

Looking forward, this refocusing of technology support resources should provide better alignment with the College's mission and instructional goals. Additional steps that will be undertaken include:

- Update the Technology Strategic plan (5.B.4)
- Leverage 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
- Collaboration with Institutional Research staff to build additional capacity for reporting and business intelligence tools to support enrollment management efforts around the College
- Provide 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 (5.B.5)
- Expansion of 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

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Summary

Technology initiatives at Lane will be addressed in the future through deliberate planning efforts, such as those utilized in the Student Technology Fee (see standard 8) and Unit Planning processes. The outcomes of these planning processes will lead to implementation projects, which will then 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 the innovative instructional and administrative applications and services required to fulfill the College's mission and objectives.

DRAFT TWO