



**INFORMATION TECHNOLOGY
MASTER PLAN
2009**

June 2009
Rev 1.7

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I. Executive Summary

Overview

The Technology Master Plan (TMP) is intended to integrate with all institutional planning as well as integrate into the Educational Master Plan (EMP) and the Facilities Master Plan (FMP). Information Technology (IT) is an integrated function of the College and it is important that the TMP embody this integration and allow for an evaluative component.

Information Technology services have, in many ways, been viewed from a fragmented perspective in Higher Education. Previously there was a segment of IT that was viewed as the technical staff that focused on evaluation, purchasing, implementation and support of academic and instructional technologies. This included classroom technology, computer labs, libraries and learning resource centers. This area was many times considered a distinct technology segment that was self contained and isolated from other critical college technologies and systems.

Other college technologies and systems included the administrative systems that processed Student registration, produced class rolls, maintained Student information, grades and academic history and supported student services such as counseling, advising and degree/certificate checking. Additional administrative systems many times included human resource recruitment, employee data systems, payroll processing systems and sometimes management reporting and state/federal mandated reporting. All of these systems were many times viewed as self contained environments with no need for any access or connection to the academic and instructional technologies at the College.

While this fragmented view of technology gave a relatively clear division of management and staff duties it also made it difficult or impossible to have a complete picture of the College's position and success in meeting its mission. There are critical systems and data in both the instructional and administrative environments but the connection between these two environments could not be achieved. Both sides suffered from a lack of integrated data that could better serve Students, Faculty, Staff and Administrators and hence, allow a holistic vision of the Colleges ability and needs in relation to instruction and learning. In particular, services to Students were difficult to deliver as student data was not centralized. As such, data had to be entered many times into many disconnected systems with a high probability of incorrect data or data that is out of sync between the different systems.

Over time it became clear that technology, and more importantly, data, was being imbedded in disparate systems throughout the College. Diverse technologies entered into the College from many paths and sometimes in unexpected ways. It was becoming obvious that a consolidated strategy to implement and manage technology across the College was required for successful use of the technology and, as importantly, to leverage success from the ever growing investment the College was making in technology. Technology and related ongoing support and costs had to be viewed in the whole to manage the College responsibly from a fiscal perspective and ensure the required primary focus on Instruction and Learning.

II. Introduction

Mission Statement

The Information Technology (IT) team provides service and support to the students, faculty and staff of Mt. San Antonio College by providing leadership in the implementation, integration, application, delivery and support of information and instructional technologies. The IT team is committed to efficiently and effectively managing communication, academic and administrative computing, printing services, mail services and related information resources that support and enhance teaching, learning, community development and public service at the College.

Vision Statement

In order to fulfill its mission, IT is committed to the following responsibilities:

- To provide technology resources to support student learning programs and services and improve institutional effectiveness.
- To deliver prompt, courteous service to all clients.
- To direct IT planning at the institutional level and provide leadership, partnership and support to divisions and departments within the College to ensure the appropriate implementation and application of technology
- To collegially establish, communicate and enforce standards for the use and delivery of information and educational technology.
- To facilitate and encourage the use of information technologies within the College.
- To maintain the mechanisms for appropriate information technology access, security, availability and integrity.
- To manage the physical infrastructure in support of IT, assuring the reliability and availability to meet current and future requirements.
- To identify, implement and manage institutional databases as a college resource.
- To evaluate and enhance the effectiveness of IT resources including human, physical and financial resources.
- To research and evaluate emerging technologies and to implement and integrate new technology as appropriate
- To educate and train the College Community in the use and application of information and educational technology through consultation and instruction.
- To focus on current and evolving communication technologies to enhance communications with Students, Faculty and the Community while supporting the College commitment to excellence in Student Learning.
- To represent and act as advocate for the College Community at the local, state, national and international level.
- To maintain an open dialogue with campus Faculty, Academic and Student Services to ensure full support for student learning and support of the college in fulfilling the stated mission.
- To provide training in all areas of technology that benefit students, faculty and staff.
- To continue to work with all other campus groups on planning for IT requirements throughout all levels of the College through both formal and informal processes.
- To use educational technology to provide faculty more flexibility in the method of delivery of instruction and instructional material.

SWOT Analysis

Strengths

- The largest single campus community college in the State
- A dedicated and skilled staff committed to providing outstanding service and support to the College's students, faculty and staff
- A commitment by College Senior Management to provide the latest technology for faculty
- Fiber Optic based infrastructure and campus network expansion to 10 gigabit bandwidth and beyond
- Addition of IP based communications to the College voice network
- Banner EAS including the Luminis Portal and related supporting technologies and systems.
- Strong academic programs that emphasize information technology
- A strong vision to be a premier community college, a leader in teaching, learning, programs and service, provide access to quality education, focusing on student success within a climate of integrity and respect and to consistently exceed expectations of our students, staff and community
- Good at creating partnerships
- Good Regional & National reputation and relationships
- Resourceful within context of campus politics/limited budget
- Strong intra-campus relationships
- Shared governance

Weaknesses

- Overall staff size need to be aligned with campus growth and evolving business processes that may change due to technology implementations
- Budgetary limits
- Investment in technology requires increasingly limited fiscal resources for acquisition and, more importantly, on-going maintenance and support
- Recruitment and retention of qualified technical staff
- New facilities (new infrastructure)
- Political issues
- Staff training for software and other technologies is limited due to budgetary constraints
- Plan to co-locate technical staff with users in order to provide improved support requires dedicated space be allocated in user department which is in short supply
- Staff space for IT is constrained in the existing building

SWOT Analysis continued

Opportunities

- New ways to deliver instruction are continually and rapidly evolving
- Continued ability to reach students in many ways other than the traditional classroom setting
- Students and faculty will access information and learning materials from on and off campus using computers, handheld devices and other technologies
- The Internet and the Web are the primary communication links and user interfaces
- Information systems coupled to the Web are changing many of our business processes with the potential of making them more effective and efficient
- Distance Learning will require new methods of delivering student support services remotely
- New methods of communication among the campus constituents will raise issues of access, security, and privacy
- Expand student learning experience – provide infrastructure
- Research technology support (high speed networks/graphics tools/storage)
- High Speed network with video gear (conferencing capability)
- Anywhere/anytime systems

Threats

- Fiscal environment
- Ability to recruit and retain Technology skilled staff
- Local Public Schools
- Vocational Tech Ed Schools – For profit, stronger on-line learning, no compliance issues with government mandates
- State regulations
- Natural disaster

Objectives of Technology Master Plan

In order to accomplish the mission and vision statements listed, Mt San Antonio College requires a comprehensive plan for information and instructional technology. A major goal of this plan is for Mt. SAC to continue to be a leader in the use of information technology in Higher Education. This is important in supporting the mission of the College and also important to the commitment for Mt. SAC to be recognized as one of California's very best community colleges. It is clear that the College will continue to embrace emerging technologies that are critical to the College mission:

- New ways to deliver instruction are continually and rapidly evolving.
- Continued ability to reach students in many ways other than the traditional classroom setting.
- Students and faculty will access information and learning materials from on and off campus using computers, handheld devices and other technologies.
- The Internet and the Web are the primary communication links and user interfaces.
- Information systems coupled to the Web are changing many of our business processes with the potential of making them more effective and efficient.
- Distance Learning will require new methods of delivering student support services remotely.
- New methods of communication among the campus constituents will raise issues of access, security, and privacy.
- Provide services, support, facilities, hardware and software that are designed to enhance the operations and effectiveness of the College.
- Provide quality training related to Information Technology to students, faculty and other college personnel.
- Continue to utilize a process for planning, acquisition, maintenance and upgrades of the technology infrastructure to meet current and future college requirements.

This plan will not be just a plan for the Information Technology team but rather a plan for information and educational technology for the entire College. Full implementation of this plan will require that much of the activity and funding take place at the division and departmental level. This is consistent with the distributed nature of information technology.

It is recognized that technology requires significant ongoing expenditures and, as such, must be managed with care and viewed in light of other critical College needs. The major focus of this plan is on the design, development, and application of information and educational technology in support of teaching and learning, service, and the conduct of College business.

Objectives of Technology Master Plan continued

Information Technology is now a fundamental part of Mt. SAC. Given the importance of technology in teaching and learning it is a requirement that careful planning and analysis related to the overall cost of technology be conducted on an ongoing basis. This includes not only one time purchase costs but also maintenance, on-going replacement and support costs that must be built into the budgeting of all units of the College. This applies to all components of technology:

- Desktop, laptop computers and related peripheral equipment for faculty, staff and students
- Classroom presentation equipment
- EAS (Banner) and all related support technology and systems
- Other distributed systems (e.g. imaging systems)

A related issue, which also has fiscal implications, is our ability to recruit and retain the technical staff needed to support information and educational technology in academic and administrative departments. It is important to recognize that the information and educational technology function depends upon the skills of technical staff, and that those skills are in high demand locally and throughout the State.

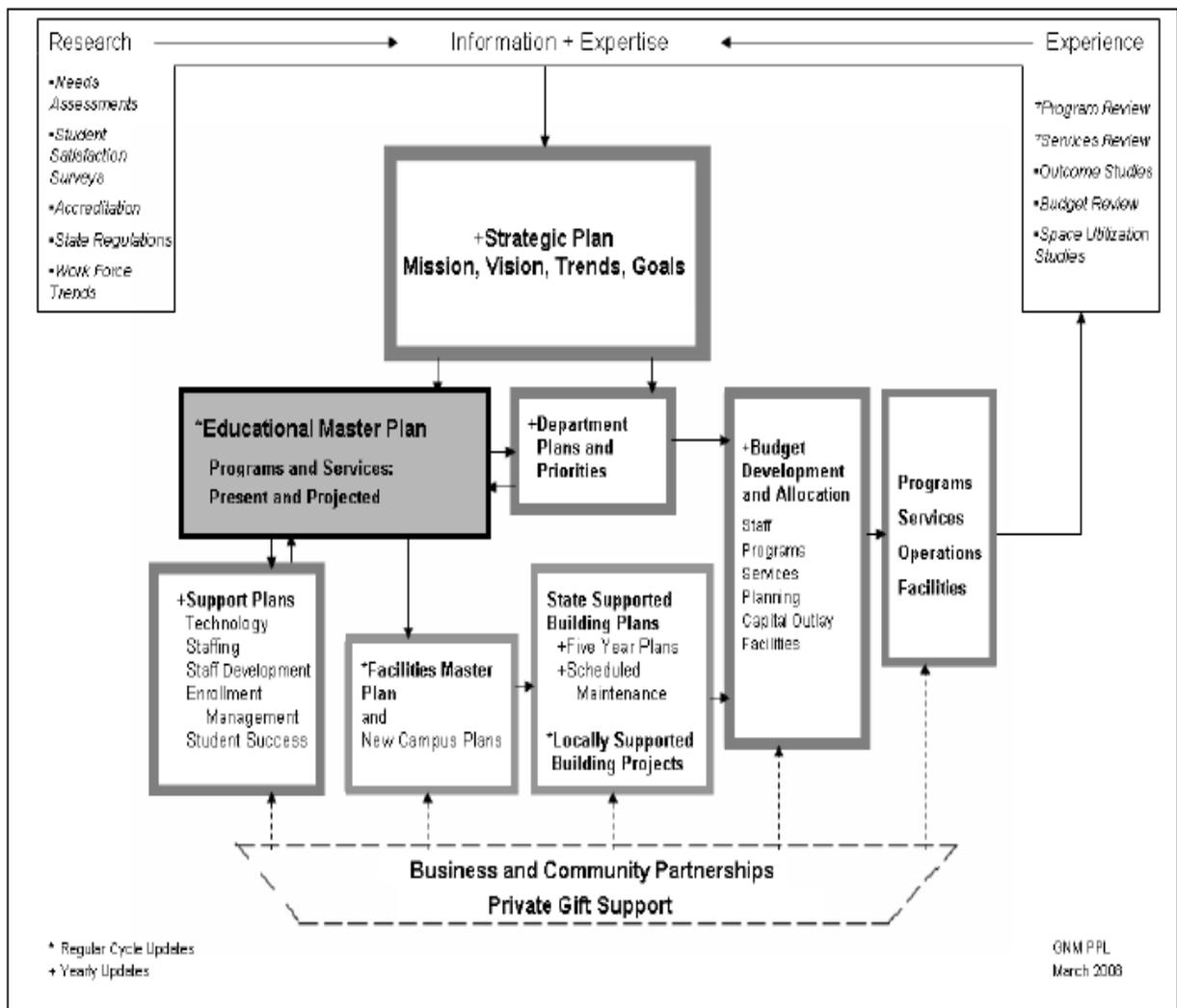
Mt. SAC has been building a foundation for a 'state-of-the-art' infrastructure for many years. This infrastructure is critical not only to support current, emerging and future technology for instruction and learning but also is required for support of administrative systems, facilities systems and day to day operations of the College. Sound fiscal planning will be required in order to assure the maintenance of this infrastructure at 'state-of-the-art' levels. The related fiscal planning should include ongoing investment and life-cycle replacement college-wide - throughout all academic and administrative divisions/departments.

Aligning IT goals with Institutional Mission

In order for this Information Technology Master Plan to be an effective tool for directing the acquisition and use of information technology for the institution, it must be aligned with the overall planning efforts of MT. SAC. In addition, MT. SAC and the California Community Colleges have directives that must also be part of the alignment.

The Technology Master Plan is aligned with the overall College Plan through a Comprehensive Planning Process (see Figure 1-1). This plan specifically integrates with the Educational Master Plan, Facilities Master Plan and Business and Community Partnership planning process.

Figure 1-1: Example of a Comprehensive Planning Process



Integration of Technology Master Plan into College Strategic Plan 2009

III. Planning Assumptions

A. General

- Use of centralized and integrated services for students and faculty such as BANNER Luminis portal
- Increased usage of email, mobile technology and advanced communications
- On-line services such as counseling, student services, etc. will require technology infrastructure to stay up to date and expand as required
- Separate data information warehouses will need to be integrated into a centralized database system to reduce information redundancy and increase the accuracy the information
- Technology refresh of computers and software based on a 3 to 5 year schedule
- IT support staff will have space adjacent to users as required
- Implementation of systems to support applications for students and faculty may require proper data center facilities
- Possible use of outside hosted ("cloud") systems for applications

B. Students

- Increased enrollment will increase the need for technology efficiency and effectiveness
Total Enrollment Summary Projections
 - 2010: 4.30%
 - 2015: 13.48%
 - 2020: 12.26%
- Increase in facilities space and staff for Student Services will require that IT Infrastructure is able to meet needs
- BANNER system to be fully integrated by the end of 2010
- Expansion of recently implemented computerized testing services in order to expedite assessment and matriculation process
- As technology for persons with disabilities continues to improve access and SMART classrooms, the result will be an increased need to keep up with the latest technology

C. Academic (Teaching/Learning)

- Implementation of "Smart" classroom technologies with increasing reliance on access to networks
- Expand Mt. SAC Help Desk support to align with Instructional needs.

Planning Assumptions continued

D. Administrative

- Planned new facilities estimated at 30% by 2017 will require new IT infrastructure
- Planned remodels will require new IT infrastructure
- Hardware to implement new maintenance system (Famis)
- Continued implementation of Banner system through 2010
- Document Imaging storage system to replace paper storage
- A campus-wide copier program would consolidate the existing 100+ contracts for more than 60 different makes and models into 1 or 2 contracts for standardized equipment. In addition to cost savings, it would allow IT to fully integrate this equipment into its technology infrastructure
- A direct online supply ordering program would allow individual departments to directly order their office supply items from a vendor. This would replace a cumbersome and time-consuming process for many low dollar purchases. In addition, a plan to implement a controlled and secure purchasing card with limits would possibly eliminate 40 to 60% of low dollar POS
- A web-based bid program would be responsive to modern procurement practices implemented in private industry, and increasingly, in the public sector
- Consolidation of BANNER training, creation/maintenance of training materials, and Help Desk functions into a single support position, which could be within Purchasing, IT, or POD
- With the national Campus Emergency Response Act (HR 5735), IT will be required to review options for mass emergency notification systems for life threatening emergency situations. This can also be used for non-emergency issues such as campus updates for events, class schedules and building closures. Technology options include integration with safety and security devices, email, text message, voice call and campus broadcast systems (indoor/outdoor)
- System to track claims
- Software to inventory hazardous chemicals
- System to track when building inspections are done

E. Fiscal

- Due to current economic conditions it is estimated that funding for ongoing operations will reduce over the next 3 years

Planning Assumptions continued

F. Information Technology

- Greater integration of data SILO's into central Data Warehouse
- BANNER - Power Users will be trained in order to support and train individual departments on applications
- BANNER – 12 month support plan for BANNER includes expansion of Mt. SAC Help Desk
- Remodel of IT building by 2015 will create additional space for staff
- The District is at the beginning of a ten-year implementation of new technology, systems and communications tools
- New integrated EAS system covering student registration, student services, ed plan/degree audit, class/room scheduling, faculty services, employee services, budgeting and finance, purchasing, human resources and payroll
- As the District grows, there will be additional demand for increased technology and technology support services
- Significant staff training/development is required on an ongoing basis
- Significant analysis and changes to existing business processes is critical
- Future methods to provide services will be via the campus portal to specifically target campus/community populations with communications and relevant content
- Utilization of a wide variety of tools and formats (i.e., messaging, audio/podcasts, video, etc.) is also envisioned
- By 2010 through 2020, increased data storage, handheld/web-enabled technologies, and authentication/targeted technology services and delivery are needed
- Ongoing between now through 2020, infrastructure/network upgrades must be scheduled/completed
- IT office/work space for support and programming staff should be located on campus near the constituents they support
- There is a need for centrally located storage space to house required equipment and parts for easy retrieval
- By 2010, the Department will need 1 additional manager, 1 supervisor, and 2 full-time classified staff
- By 2015 (after a Library addition is completed), additional personnel will be needed and it is estimated that 3 full-time classified staff will be required
- By 2020, 3 additional full-time classified staff will be needed
- Projected needs assume decentralized space for IT support staff as required
- Continue to participate in AUO and SLO process via PIE

IV. Strategies

1. Student Services

- Improve College-wide communications capabilities through use of an integrated, web based system (Luminis and Banner)
- Moved to technology delivery of services
- Online counseling
- Need to ensure ongoing technology training for the existing staff and ensure that technology awareness is part of the new hire process
- Face to face may need more assistance
- Issue with how to measure how well is it being delivered (success/failure)
- Some on line use of Blackboard
- Online assessment testing along with online counseling support
- IT Technology Support staff distributed on campus with users in order to build relationships
- Repurpose systems when replaced and makes sense
- Cost issues with the desire to maintain an appropriate ratio of students to staff and to supply a high level of services to students

2. Academic Systems

- Improve College-wide communications capabilities through use of an integrated, web based system (Luminis and Banner)
- Faculty Web Services offering:
 - Access to On-line rosters
 - Student drops
 - Faculty schedule
 - Submission of grades
 - Blackboard certified teaching Faculty can directly access their on-line classes
 - Luminis Course Studio connected to every class section where Faculty can manage class documents, post links, facilitate class interaction and keep Students engaged in all aspects of the class
- Just In Time (JIT) support for classrooms
- Direct assistance to students
- Direct, Regular, On-Going, Involvement & Communication With Instructional Leaders
- Determine Team Priorities By Direct Involvement & Communication With Faculty
- IT Technology Support staff distributed on campus with users in order to build relationships
- Repurpose systems when replaced and makes sense
- Feedback from meetings as part of IT on-going Evaluation & Assessment Process
- Continue development of IT related standards documents
- Determine team priorities by direct involvement and communication with Faculty
- Continue to meet with Academic Support Department to ensure that student input into Technology needs is being recognized and communicated so that it can be effectively addressed by IT

Strategies continued

3. Administrative Systems

- IT Technology Support staff distributed on campus with users in order to build relationships
- Repurpose systems when replaced and makes sense
- Assist Help Desk callers via online, phone, "Walk Ins" and on site dispatch
- Desktop Computing 3-5 year refresh cycle with standard configurations and ongoing maintenance of hardware and software
- Networks and Telecommunications installed, upgraded and maintained using standards and regular, on going maintenance of hardware and software
- IT Security maintained by using "Best Practices", Standards, Auditing, use of a Disaster Recovery Plan and on going awareness programs offered to campus staff and faculty
- Provide consulting services to college for HR assistance, acquisition of technology for college, involvement with Institutional leadership and ongoing evaluations and assessments
- Printing services offer goal of 24 hour turn around, online submissions and design assistance for "Best Use" of equipment
- Mail Services provide up to twice a day pick up and processing, mass mailing for registration, institutional and non-profit mailings
- Construction Support services include standards documents for development and maintenance of IT related areas, regular involvement with construction personnel and the knowledge that Technology is a priority in the construction process
- Establish a Banner Team Lead group and Administrative Systems Advisory Group
- Partner with other CCCs/3CSC to develop specifications for Banner CALB enhancements
- Improve College-wide user reporting functionality and capabilities
- Acquire and implement a integrated enterprise application suite and related systems

4. Training

- Provide training in Banner modules and 3rd party software applications
- Enhance Banner staff skills by supplying internal and external training opportunities
- Move to a Technology Training Center and Online Assistance Center that offers training for faculty and staff in all areas of relevant technology
- Provide ongoing and relevant technology training to IT staff

5. Fiscal

- Carefully manage ongoing technology expenditures
- Careful budgetary planning and analysis related to the overall cost of technology will be conducted on an ongoing basis including one time purchases, maintenance, replacement and support costs
 - Desktop, Laptop and peripherals
 - Classroom presentation equipment
 - EAS (BANNER) and all related support systems
 - Other distributed systems (i.e. imaging systems)
- Recruit and retain quality Technical staff to maximize limited staffing budget

V. IT Goals and Objectives

Overview

Historically, IT has divided its goals into “Strategic” and “Tactical” goals. Tactical goals are the for short term, immediate requirements. Strategic goals are the long term, frequently on-going items like projects such as upgrading the network and providing wireless access, which require significant resources to achieve.

With the advent of the Planning for Institutional Effectiveness (PIE) process including the annual updates to PIE, the names and forms have changed but the processes for determining IT priorities has remained consistent. IT is actively involved in various committees, taskforces, and meetings around Campus where impromptu suggestions are made or future activities discussed which may establish a new goal or modify a priority so that support will be available when that activity takes place.

Additionally, IT has distributed some of its workforce around campus so that personnel live and work with the people they are supporting. This provides the opportunity to build relationships with the users as well as offering another direct communications path. IT leadership also tries to meet with individual academic departments every three years to solicit their input on the services provided and anticipated future needs.

All of the Goals and Objectives within this plan fall within a three to five year planning process. In addition, this plan will be reviewed each year by IT to provide updates as the technology environment at the college changes.

IT Goals and Objectives for Academic Technology Support

1. Deliver prompt, courteous service to all clients.
2. Direct IT planning at the institutional level and provide leadership, partnership and support to divisions and departments within the College to ensure the appropriate implementation and application of technology.
3. Collegially establish, communicate and enforce standards for the use and delivery of information and educational technology.
4. Facilitate and encourage the use of information technologies within the College.
5. Maintain the mechanisms for appropriate information technology access, security, availability and integrity.
6. Manage the physical infrastructure in support of IT, assuring the reliability and availability to meet current and future requirements.
7. Identify, implement and manage institutional databases as a college resource.
8. Evaluate and enhance the effectiveness of IT resources including human, physical and financial resources.
9. Research and evaluate emerging technologies and to implement and integrate new technology as appropriate.
10. Educate and train the College Community in the use and application of information and educational technology through consultation and instruction.
11. Focus on current and evolving communication technologies to enhance communications with Students, Faculty and the Community while supporting the College commitment to excellence in Student Learning.
12. Represent and act as advocate for the College Community at the local, state, national and international level.
13. Utilize educational technology to provide faculty more flexibility in the method of delivery of instruction and instructional material.
14. Continue to provide the technology for distance learning courses.
15. Implement Luminis Campus Portal and Banner Web Self Service modules by January 1, 2009. Full use of portal by students and faculty for summer 2009.
16. In conjunction with the Technical Services and Information Technology units, implement standardized Audio Visual systems in all permanent classrooms and laboratories by December 2010.

IT Goals and Objectives for Academic Technology Support continued

17. In conjunction with the Information Technology unit, install telephones in all permanent classrooms by December 2009.

18. Increase the capacity of the Mt. SAC on-site computer network by upgrading main connection (backbone) speed and capacity by June 30, 2009.

19. Implement Single Sign On (SSO) and Authentication systems for all student logins with 3 years.

20. By 2013, the College will improve the average student success rate for distance learning courses by 5% over the 2008 baseline by providing enhanced access, connectivity, support and technology.

VI. Action Plan

This Action Plan is used to describe and measure the goals of the Technology Master Plan including the planned completion date and a current status. This will be used by the Information Technology staff, college campus committees and other campus personnel to measure the effectiveness of the plans goals. This is a “first pass” type template to ensure that action plan items are included, prioritized and fully addressed.

Any Technology Plan involves an ongoing process. The goals and strategies set forth in this document require periodic review and assessment. It is the intention of Mt. San Antonio College to incorporate review of the Technology Master Plan as part of the institution’s overall planning process and to align the information technology planning process with the institution’s other strategic and tactical planning processes.

In order for this Action Plan to be successful, the college must be able to implement the goals as part of it operations. This will require Mt. San Antonio College to develop annual operational or tactical plans that are specifically tied to the college’s IT goals and strategies.

MT. SAC INFORMATION TECHNOLOGY MASTER PLAN 2009

ACTION PLAN

GOAL	PLAN	PLANNED COMPLETION DATE	STATUS/STATUS DATE
STUDENT SERVICES: Improve College-wide communications capabilities	Implement integrated, web based system (Luminis and Banner)		
STUDENT SERVICES: Implement online counseling	Develop online counseling website and portal presence		
STUDENT SERVICES: Implement online instruction	Blackboard system		
STUDENT SERVICES: Improve IT support	Distribute IT support staff on campus		
ACADEMIC SYSTEMS: Increase use of technology for students	Offer Web based services such as On Line rosters, student information, faculty schedule, student grades and use of central portal using Luminis		
ACADEMIC SYSTEMS: Improve College-wide communications capabilities	Implement integrated, web based system (Luminis and Banner)		
ACADEMIC SYSTEMS: Improved support of classrooms	Just In Time (JIT) support		
ACADEMIC SYSTEMS: Increased communications and priority setting between IT and Faculty	Direct, Regular, On-Going, Involvement & Communication with Instructional Leaders and use of feedback from meetings as part of IT on-going Evaluation & Assessment Process		
ACADEMIC SYSTEMS: Improve IT support	Distribute IT support staff on campus		

MT. SAC INFORMATION TECHNOLOGY MASTER PLAN 2009

ACTION PLAN

GOAL	PLAN	PLANNED COMPLETION DATE	STATUS/STATUS DATE
ADMINISTRATIVE SYSTEMS: Improve IT support	Distribute IT support staff on campus		
ADMINISTRATIVE SYSTEMS: Improve Help Desk	Assist Help Desk callers via online, phone, "Walk Ins" and on site dispatch		
ADMINISTRATIVE SYSTEMS: Improve IT Security	IT Security maintained by using "Best Practices", Standards, Auditing, use of a Disaster Recovery Plan and ongoing awareness programs offered to campus staff and faculty		
ADMINISTRATIVE SYSTEMS: Increase involvement of IT in campus technology	Provide consulting services to college for acquisition of technology for college, involvement with Institutional leadership and ongoing evaluations and assessments		
ADMINISTRATIVE SYSTEMS: reduce Printing services delivery and improve assistance	Offer goal of 24 hour turn around, online submissions and design assistance for "Best Use" of equipment		
ADMINISTRATIVE SYSTEMS: Improve Mail services	Provide, up to twice a day, pick up/processing, mass mailing for registration, institutional and non-profit mailings		
ADMINISTRATIVE SYSTEMS: Assist Construction Support for IT services	Include standards documents for development and maintenance of IT related areas, regular involvement with construction personnel and the knowledge that Technology is a priority in the construction process		

MT. SAC INFORMATION TECHNOLOGY MASTER PLAN 2009

ACTION PLAN

GOAL	PLAN	PLANNED COMPLETION DATE	STATUS/STATUS DATE
ADMINISTRATIVE SYSTEMS: Continue to improve BANNER system	Establish a Banner Team Lead group and Administrative Systems Advisory Group and partner with other CCCs/3CSC to develop specifications for Banner CALB enhancements		
TRAINING: Enhance BANNER staff skills	Enhance Banner staff skills by supplying internal and external training opportunities		
TRAINING: Offer technology training to all faculty and staff in all technology areas	Move to a Technology Training Center and Online Assistance Center that offers training for faculty and staff in all areas of relevant technology		
FISCAL: Plan and manage IT operations under fiscal restrictions due to State budget issues of 2009	Carefully manage ongoing technology expenditures, Recruit and retain quality Technical staff to maximize limited staffing budgets, asses new projects based on priorities		

VII. Appendix

A. Committees and Councils

The Following Committees and Councils have supplied campus-wide input into the IT Master Plan.

IT Participatory Committees

1. **PRESIDENT'S ADVISORY COUNCIL** - To ensure the long-term stability and success of the institution, the President's Advisory Council is the primary planning body for the College and provides a forum to review and recommend the direction and focus for the College consistent with the College's Mission, Vision, and Core Values.
2. **DISTANCE LEARNING COMMITTEE** - The purpose of the Distance Learning Committee is to discuss, review, and evaluate distance learning modes of instruction, and recommend new opportunities for distance learning and teaching.
3. **INFORMATION TECHNOLOGY ADVISORY COUNCIL** - The ITAC is the primary advisory group for setting goals and providing direction to the College in development, integration, application and delivery of information and educational technologies.
4. **INSTITUTIONAL EFFECTIVENESS COMMITTEE** - The Institutional Effectiveness Committee has responsibility for institutional assessment, evaluation, and coordination of activities leading to improvement of institutional effectiveness.
5. **ADMINISTRATIVE SYSTEMS ADVISORY GROUP** – The Administrative Systems Advisory Group meets to review the college's enterprise application system, Banner, and related systems. The group sets project priorities and timelines.

Team Meetings for Ad Hoc input

1. **INSTRUCTION TEAM** – Comprised of Instruction Deans, Associate Deans and Managers, Dale Vickers and Sheryl Hullings attend this meeting to receive feedback and provide updates on IT initiatives.
2. **DEPARTMENT MEETINGS** – Dale Vickers, Shanti Atashpoush, and Jeff Holden regularly schedule meetings with academic departments to review their technology needs and feedback on IT services.
3. **ENTERPRISE APPLICATION SYSTEMS** – Sheryl Hullings holds regularly scheduled staff meets to review project progress and receive feedback from EAS staff.
4. **TECH-L** – Dale Vickers hold bi-weekly staff meetings to review project progress and receive feedback from Academic Technology and Infrastructure staff.

B. References

- MT. San Antonio College Educational Master Plan 2009
- ATS, EAS, IST and PST PIE 2008
- IT Construction Standards 2008
- MT. San Antonio College Goals and Strategic Objectives 2008-09

Assessment Report

Mt. San Antonio College

Enterprise Application Systems

Mission Statement: The mission of Enterprise Applications Systems (EAS) is to provide quality technology-based services in a cost-effective manner in support of instructional, research, public service, and administrative programs. EAS provides a wide range of services for students, faculty, managers, support staff, alumni, and others. Our services include applications development and support of computing systems, secure data storage, dissemination of information, and planning for effective use of current and emerging technologies

College Goals: 5. Utilize and Support Technology

Previous Year Implement Banner HR/Payroll & Finance systems. Data Center relocation

Accomplishments: Provide training in Banner modules and 3rd party software applications. Enhance staff skills by supplying internal and external training opportunities.
Establish a Banner Team Lead group and Administrative Systems Advisory Group.
Partner with other CCCs/3CSC to develop specifications for Banner CALB enhancements.

08-09 External Conditions: Banner implementation plans and timelines were modified when the Student module implementation was postponed until Summer 2009. This allowed for HR/Payroll to precede Student and for Luminis to be moved up on the timeline. The Luminis project scope changes with the acquisition of SAF/PRU/ADAP and the acquisition of additional functionality purchased for e-learning integration. Data and network security.

08-09 Internal Conditions: Staff work assignments have been shuffled due to the modification in the Banner implementation timeline and activities. One staff member retired which required job duties to be transferred to others. The delayed implementation has impacted the department in terms of workload due to supporting existing systems while working on the implementation of Banner.

Type of Parameter Being Staffing Levels/Workload

Examined:

Data Source / Findings / Impact: Lost systems programmer due to retirement. Workload that he assumed when the Financial Aid programmer retired had to be shifted to other staff members. Most duties were transitioned to other staff members. Retiree works on an as needed basis on tasks that other staff members did not have the time or skills to take on.

2) Type of Parameter Being Other

Examined:

2) Data Source / Findings / Impact: Banner and related systems functional and technical skills are improving for staff members. Staff still experience learning curve issues due to the new hardware and software environment. Proficiency and efficiency levels are improved with training and working with Banner and associated systems.

3) Type of Parameter Being Staffing Levels / Workload

Examined:

3) Data Source / Findings / Impact: Banner task list and deadlines exceed available staffing. IT will be unable to meet deadlines.

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
The EAS department will provide reliable performance of the College's student information system (ICCIS, SigmaSAM, etc.)	Enterprise Application Systems - System performance monitoring and tracking - Monitor systems for abnormal performance. Collect	Assessment Method: System Availability and Uptime as measured over the academic year by the system administrators	04/09/2009 - Statistics gathered during the 2007-08 and 2008-09 acadmic year indicates a 99+%	04/09/2009 - Continue to track system performance statistics.

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
	statistics related to system downtime, problems, and issues. Develop processes to measure performance, track statistics for new systems to be implemented.	collecting system availability statistics. Assessment Method Category: Other Criterion: The student information system will be available 99% of the time during normal business hours (7:30 - 4:30 Monday - Friday.)	system availability fo ICCIS, SigmaSAM, and Banner. Summary of Data Type: Criterion Met Summary of Data Status: Open notes: Ongoing task.	
		Assessment Method: Monitor system for abnormal performance. Assessment Method Category: Other Criterion: Utilize database and system performance tools to monitor and gather performance statistics.	04/09/2009 - No summary. System performance is actively monitored on an ongoing basis. Summary of Data Type: Criterion Met Summary of Data Status: Open notes: Ongoing task.	04/09/2009 - Continue to monitor system performance

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
The EAS department will provide education and training for our employees.	Enterprise Application Systems - Employee Training - The EAS department will provide education and training for our employees. Provide opportunities to attend 3CBG user conference, SGHE Summit User Conference, internal training, and third-party training/workshops. Other Resources Required: Funding for training; Allocate time for training	Assessment Method: Professional Development - staff members will have the knowledge to develop applications for Banner, support enterprise systems from a technical perspective, and be a functional/technical resource to the College community. Develop staff training/cross-training plan for support and development of enterprise systems. Assessment Method Category: Other Criterion: Provide opportunities to attend the 3CBG user conference, SungardHE Summit, internal training, and third-	04/10/2009 - Staff report training opportunities have been beneficial. Summary of Data Type: Criterion Met Summary of Data Status: Open notes: Ongoing need for training	

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
		<p>party training/workshops. Promote joint application development projects with consultants and fellow staff members to enhance learning and build skill sets. Track and evaluate training activities. Evaluate staff skills to ensure ability to support enterprise application systems.</p>	<p>04/09/2009 - All staff have participated in training for Banner, Oracle, and associated products as appropriate to his/her job duties. Training will occur throughout the implementation process. Staff members are also being cross-trained. Staff members feel conferences and other training opportunities have been extremely beneficial.</p> <p>Programmers have worked with consultants. The Applications Development & Support Supervisor conducts code review sessions, facilitates meetings for programmers to share project information, problems, etc. Employ Agile Programming techniques.</p> <p>Summary of Data Type: Criterion Met</p> <p>Summary of Data Status: Open</p> <p>notes: Ongoing task</p>	<p>04/09/2009 - Continue to provide professional development opportunities to staff.</p>

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
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Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
Acquire and implement a comprehensive enterprise application suite and related systems	Enterprise Application Systems - Implement Phase 1 of Banner and related systems within 24 months - Finance, HR/Payroll, Student, Luminis, integration for eLearning, enhanced Web Self Service functions.	<p>Assessment Method: Monitor deadlines. Proactively track problems and issues to resolution.</p> <p>Assessment Method Category: Other</p>	<p>04/10/2009 - Finance - Requisitions & Approvals - December 2007 Finance - Finance w/ LACOE Interfaces - January 2008 Finance - Non-student Accounts Receivable - IP; planned May 13, 2009 HR/Payroll - Employee Data & Payroll Setup - January -February 2009 HR/Payroll - Deputization/BA Direct, LACOE Interfaces - February 2009 HR/Payroll - Payroll - March 2009 Student - Courses - August 2007 Student - Class Schedule - January 2009 Student - Admissions - January 2009 Financial Aid - ISIR Load - February 2009 Luminis - SSO to Banner - February 2009 Luminis - New Students - February 2009 ePrint - August 2007 Argos - October 2007</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status: Open</p> <p>notes: Implementation ongoing</p> <hr/> <p>04/09/2009 - A Task List is actively maintained. Deadlines are met when staff resources are available.</p> <p>Summary of Data Type: Criterion Met</p> <p>Summary of Data Status: Open</p>	

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
			notes: Ongoing task	
	Enterprise Application Systems - SGHE ODS/EDW - Implement SGHE's ODS/EDW by Fall 2009. Equipment Resources Required: server hardware & data storage Training Resources Required: implementation and technical training	Assessment Method: Provide appropriate resources to enable staff to meet the deadline Assessment Method Category: Other	04/10/2009 - Incomplete. Hardware has arrived for the SGHE data warehouse. Software will be installed and configured once the connection to the SAN is established. Summary of Data Type: Criterion Not Met Summary of Data Status: Open	
	Enterprise Application Systems - Integrate third-party systems with Banner - Reduce the dependence upon stand-alone and shadow systems by exploring analyzing data and need for such systems. Evaluate and enhance security of data on these systems. Explore Banner functionality that can eliminate the need for these systems. Integrate with Banner where appropriate.		04/10/2009 - Project planned but not started. Summary of Data Type: Criterion Not Met Summary of Data Status: Open	

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
Improve College-wide user reporting functionality and capabilities.	Enterprise Application Systems - Implement Argos Reporting Tool - Implement Argos for Banner by October 2008	Assessment Method: Track implementation schedule to meet deadline. Assessment Method Category: Other Criterion: Meet deadline.	04/10/2009 - Argos implemented and in use. Summary of Data Type: Criterion Met Summary of Data Status: Closed	

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
	<p>Enterprise Application Systems - ICCIS Data Warehouse - Integrating, improving, and implementing the existing data warehouse into the new enterprise application system. Migrate SQL Server to Oracle DB. Transition maintenance and support to Oracle DBAs</p> <p>Equipment Resources Required: Server hardware & data storage</p> <p>Staffing Resources Required: ongoing support</p>	<p>Assessment Method: Provide RIE with the ability to conduct research in a uniform manner.</p> <p>Assessment Method Category: Other</p> <p>Criterion: All ICCIS data and existing data warehouse data will be migrated from SQL Server to Oracle. This will allow a common set of data extract and research tools to be used by RIE.</p>	<p>04/09/2009 - Incomplete. ICCIS data warehouse will transition to Oracle in the fall.</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status: Open</p>	
	<p>Enterprise Application Systems - Campus-wide Argos Report Viewer Training - Provide ARGOS training to employees for each Banner module as it is rolled out.</p> <p>Equipment Resources Required: Available training facilities</p> <p>Staffing Resources Required: EAS staff to provide training</p>	<p>Assessment Method: Provide ARGOS training as needed. Classes to be scheduled through POD.</p> <p>Assessment Method Category: Other</p> <p>Criterion: Campus employees are able to successfully work with Argos.</p>	<p>04/10/2009 - Just-in-time training methodology is being used.</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status: Open</p> <p>notes: Ongoing task</p>	
			<p>04/09/2009 - Fiscal Services, HR, and Instruction areas have received training.</p> <p>Summary of Data Type: Criterion Met</p> <p>Summary of Data Status: Open</p>	<p>04/10/2009 - Continue to provide training as needed.</p>
	<p>Enterprise Application Systems - SGHE ODS/EDW - Implement SGHE's ODS/EDW by Fall 2009.</p> <p>Equipment Resources Required: server hardware & data storage</p> <p>Training Resources Required: implementation and technical training</p>	<p>Assessment Method: Provide appropriate resources to enable staff to meet the deadline</p> <p>Assessment Method Category: Other</p>	<p>04/10/2009 - Incomplete. Hardware has arrived for the SGHE data warehouse. Software will be installed and configured once the connection to the SAN is established.</p> <p>Summary of Data Type:</p>	

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
			<p>Criterion Not Met</p> <p>Summary of Data Status: Open</p>	
	Enterprise Application Systems - Integrate third-party systems with Banner - Reduce the dependence upon stand-alone and shadow systems by exploring analyzing data and need for such systems. Evaluate and enhance security of data on these systems. Explore Banner functionality that can eliminate the need for these systems. Integrate with Banner where appropriate.		<p>04/10/2009 - Project planned but not started.</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status: Open</p>	
	Enterprise Application Systems - Data Reporting Standards - Updating and documenting data reporting standards and processes to insure accurate, timely, and consistent public, state, federal and constituent reporting requirements and objectives		<p>04/09/2009 - Incomplete. Checklists to be created for each module. Upon completion of Phase 1, a comprehensive document by area will be developed.</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status: Open</p>	

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
Improve College-wide communications capabilities	Enterprise Application Systems - Luminis Portal - Implement Luminis Portal for new & continuing students by May 2009. Develop policies, procedures, and plans for deployment of Luminis channels to facilitate a centralized approach to communicating with campus constituents.		<p>04/10/2009 - Portal installed and operational. Continue to refine setup. Campus community will be tasked to define content for their areas.</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status:</p>	

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Action & Follow-Up
	<p>Staffing Resources Required: campus wide participation in development of channel content</p> <p>Training Resources Required: Content administrators will require training</p>		<p>Open</p> <p>notes: Ongoing task</p>	

2. ePIE Report - Program Level - Five Column

Mt. San Antonio College Academic Technology Support Group

Type of Parameter Being Examined: Budget

Data Source / Findings / Impact: The physical growth of campus has an impact on Mail Services and infrastructure that covers larger area.
Increase in enrollment impacts our traffic patterns, bandwidth, printing services, mail services and helpdesk.

08-09 External Conditions: Faculty input ? Priority setting process is done with faculty influence. We solicitude input from faculty as part of our goal setting process.
The ever increasing demand for high speed internet access.
The unpredictable nature of the state fiscal condition, and its impact on college?s fiscal condition.
Increase in enrollment ? impacts us in all aspect of Information technology (internet, mail, print, etc)
Banner implementation.
PCI compliance.
Student?s expectation of technology in education
Faculty and staff expectation for system reliability and reasonable support response times.
Unsafe computing practices.

08-09 Internal Conditions: The implementation of Banner.
Hiring freeze.
No change in telecom budget and decrease in scheduled maintenance dollars.
Reliance on student workers in Mail Services and Helpdesk.
Expansion of VOIP: requires additional UPS devices.
Existing and future space allocation needs.
Aging equipment.

Previous Year Accomplishments: Got the new Data Center in place which included establishing multiple network pathways back to the rest of the campus, and providing redundancies in our infrastructure. (G5)
Assisted with opening of multiple buildings and the move of several campus constituents. (G5)
Expanded our VOIP presence on campus. (G5)
Upgraded phone switches. (G5)
Expanded Wireless infrastructure. (G5)
Continued server consolidation into virtual machines. (G5)
Supported the implementation of virtual machine lab for instructional purposes. (G5)
Added Mail Services team to the Academic Support team.
Met with numerous academic departments to discuss our goal setting and prioritization process. (G11)
We completed our first year of ?full campus? computer replacement cycle. (Expanded from just full time faculty). (G5)
Participated in security week. (G8)
Encrypted computers which contained confidential data around campus. (G5)
Participated in multiple Space Planning meetings. (G11)
Classroom technology standards were revised/updated and implemented. (G5)

Supported the Enterprise application implementation (Banner) in infrastructure and training. (G5)

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
The Academic Technology Services Department will decrease outstanding work orders.	Academic Technology Support Group - 05 AUO-Decrease work orders - The ATS Department will decrease outstanding work orders.	Assessment Method: Help Desk Statistics Criterion: 95% of high priority work orders will be closed within 4 business hours as measured by the time stamp on the Help Desk Tickets		
	Academic Technology Support Group - 05 AUO - Help Desk Service - 75% of our users are satisfied with the Helpdesk service they receive.	Assessment Method: 75% of the users are satisfied or very satisfied with the service they receive from the Helpdesk. Assessment Method Category: Survey Criterion: A survey will be conducted in late fall of 09.		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
The Academic Technology Services Department will invest in our employees through education and training leading to technical certification.	Academic Technology Support Group - 05 AUO- Employee Training - The ATS Dept will invest in our employees through education and training leading to technical certification	Assessment Method: Professional Development Plan Criterion: 100% of full-time staff will complete a Professional Development Plan with their manager by June 06	10/18/2007 - TEST Summary of Data Type: Criterion Not Met Summary of Data Status: Open	10/31/2007 - Meet on 10/31/07 and develop a time line for completing the Professional Development Plans Follow-Up: 10/31/2007 - Met and made changes 10/31/2007 - Met to develop plan
	Academic Technology Support Group - 05 Strategic Action - Standards - Establish standard for student response systems. Establish standards for plagiarism software.			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
	<p>Evaluate the implementation of edustream. Ensure classroom technology standards are implemented in construction projects.</p> <p>Other Resources Required: Funding for clickers and plagiarism software. Continued facilities funding.</p> <p>Equipment Resources Required: More external network bandwidth.</p>			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
<p>Improve classroom and lab support services</p>	<p>Academic Technology Support Group - 05 Strategic Action- Classroom/Lab Support - Improve classroom and lab support services</p> <p>Academic Technology Support Group - 05 Strategic Action - Tie students to AD - Tie students to AD and require login in the labs.</p> <p>Training Resources Required: Training for lab support personnel.</p> <p>Other Resources Required: Server enhancement for AD to support the increase load. Reporting tools to evaluate logs.</p> <p>Equipment Resources Required: Replace older lab computers. Server for additional logging.</p>			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
<p>Improve classroom technology integration</p>	<p>Academic Technology Support Group - 05 Strategic Action- Technology integration - Improve classroom technology integration</p>			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
	Academic Technology Support Group - 05 Strategic Action - ICCIS Replacement - Evaluate replacement for the custom ICCIs test scoring system. Other Resources Required: Funding for new equipment, software and training.			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Improve email communications and calendaring services to students, faculty, and staff	Academic Technology Support Group - 05 Strategic Action-Email and calendaring - Improve email communications and calendaring services to students, faculty, and staff			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Require login on 80% of campus computers in the next three years. (college goal #5 and AS goal #10)				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Expand and enhance the college's infrastructure (college Goal #9 and AS goal #10).	Academic Technology Support Group - 05 Strategic Action - MPOe Move - MPOe move Install Gigaman circuit. Implement new firewall. Other Resources Required: Funding for circuit. Equipment Resources Required: Firewall servers. Routers.			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Support the faculty in their ongoing efforts to integrate technology into the academic process.	<p>Academic Technology Support Group - 05 Strategic Action - Expand Helpdesk - Expand the Helpdesk to better support Luminis implementation.</p> <p>Staffing Resources Required: Increase staff</p> <hr/> <p>Academic Technology Support Group - 05 Strategic Action - Atomic Learning - Test implementation of Video training program ? Atomic Learning</p> <p>Other Resources Required: Funding for possible expansion</p>			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Support the campus community with technology acquisitions and implementations.	<p>Academic Technology Support Group - 05 AUO - Help Desk Service - 75% of our users are satisfied with the Helpdesk service they receive.</p> <hr/> <p>Academic Technology Support Group - 05 Strategic Action - Expand Helpdesk - Expand the Helpdesk to better support Luminis implementation.</p> <p>Staffing Resources Required: Increase staff</p>	<p>Assessment Method: 75% of the users are satisfied or very satisfied with the service they receive from the Helpdesk.</p> <p>Assessment Method Category: Survey</p> <p>Criterion: A survey will be conducted in late fall of 09.</p>		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Constantly re-evaluate our services and the condition of our equipment	Academic Technology Support Group - 05 AUO - Help Desk Service	<p>Assessment Method: 75% of the users are satisfied or</p>		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
to insure we can provide the services our customers need.	<p>of our users are satisfied with the Helpdesk service they receive.</p> <hr/> <p>Academic Technology Support Group - 05 Strategic Action - Research vendors and technology - Research vendors. Research technology.</p> <hr/> <p>Academic Technology Support Group - 05 Strategic Action - Identify aging equipment - Identify aging or technological outdated equipment.</p> <p>Other Resources Required: Funds to replace equipment.</p>	<p>very satisfied with the service they receive from the Helpdesk.</p> <p>Assessment Method Category: Survey</p> <p>Criterion: A survey will be conducted in late fall of 09.</p>		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Provide a secure computing environment without limiting access to required data.	<p>Academic Technology Support Group - 05 Strategic Action - Tie students to AD - Tie students to AD and require login in the labs.</p> <p>Training Resources Required: Training for lab support personnel.</p> <p>Other Resources Required: Server enhancement for AD to support the increase load. Reporting tools to evaluate logs.</p> <p>Equipment Resources Required: Replace older lab computers. Server for additional logging.</p> <hr/> <p>Academic Technology Support Group - 05 Strategic Action - MPOe Move - MPOe move Install Gigaman circuit.</p>			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
	Implement new firewall. Other Resources Required: Funding for circuit. Equipment Resources Required: Firewall servers. Routers.			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Secure/encrypt sensitive data for good business practice and legislative requirements.	Academic Technology Support Group - 05 Strategic Action - Tie students to AD - Tie students to AD and require login in the labs. Training Resources Required: Training for lab support personnel. Other Resources Required: Server enhancement for AD to support the increase load. Reporting tools to evaluate logs. Equipment Resources Required: Replace older lab computers. Server for additional logging.			
	Academic Technology Support Group - 05 Strategic Action - MPOe Move - MPOe move Install Gigaman circuit. Implement new firewall. Other Resources Required: Funding for circuit. Equipment Resources Required: Firewall servers. Routers.			

2. ePIE Report - Program Level - Five Column

Mt. San Antonio College Infrastructure Support Team

08-09 External Conditions: Ongoing changes in legislation require institutions to provide reasonable precautions against security violations. Enhancements and changes in technology necessitate upgrades to the campus infrastructure.

08-09 Internal Conditions: Ongoing need for hardware refresh
 Increase demand for high speed connections.
 Increase demand for wireless connectivity.
 Major construction moves and changes
 Campus needs for fast reliable access to information
 Existing and future space allocation needs

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
The IST will provide a reliable College network. College Goals F and H.	Infrastructure Support Team - 05 AUO - Reliable network - The IST will provide a reliable College network.	Assessment Method: Collecting system availability statistics Criterion: System Availability and Uptime: the network will be available 99% of the time during normal business hours (7:30 ? 4:30 Monday ? Friday)		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
The Infrastructure Support Team will provide a high performing College network. College Goals F and H.	Infrastructure Support Team - 05 AUO - High performing network - The IST department will provide a high performing College network.	Assessment Method: Network Performance Statistics Criterion: IST will collect network performance statistics, response time, data throughput, and traffic analysis to determine a benchmark for network performance		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Improve "wired" network infrastructure for voice, data, and video.	Infrastructure Support Team - 05 SA - Cabling for all technologies - Adding new single and multi-mode			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
	fiber cabling between key buildings for voice, data & video technologies			
	Infrastructure Support Team - 05 SA - Develop infrastructure plan - Improve "wired" network infrastructure for voice, data, and video	Assessment Method: None identified Criterion: None identified		
	Infrastructure Support Team - 05 SA - Update switches/closets - Updating networking switches and network closets at all campus facilities over the coming 36 months			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Expand the College's standards-based wireless network infrastructure to cover all campus locations and local community service areas within the coming 36 months. College Goal E.				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Investigate new technologies, policies, procedures, and practices that could cost effectively enhance college-wide security and asset protection.	Infrastructure Support Team - 05 SA - video conferencing monitoring - Video conferencing for centralized security monitoring			

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Conduct a cost/benefit analysis of upgrading telephone systems to a voice-over-IP system within 36 months. College Goal B.				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Research, develop, and implement appropriate security tools, practices, policies, and procedures to improve network, systems, and application security. College Goal H.				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Develop and implement a comprehensive data backup strategy for all networked resources				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Relocate the IT staff and systems to the Building 23 location within 18 months				

2. ePIE Report - Program Level - Five Column

Mt. San Antonio College Printing Services Team

Previous Year Upgraded the equipment in printing services.

Accomplishments: Enhanced the web submission process of printing services, Freeflow.

08-09 External Conditions: Faculty input ? Priority setting process is done by constituent influence. We sollicitude input from our users as part of our goal setting process.

The unpredictable nature of the state fiscal condition, and its impact on college?s fiscal condition.

USPS regulation requiring the clean address process.

Increase in USPS mailing rates will have an effect on our budget.

Increase in enrollment ? impacts us in all aspect of Information technology (internet, mail, print, etc)

Faculty and staff expectation for system reliability and reasonable support response times.

08-09 Internal Conditions: No increase in printing services budget even though enrollment has gone up.

Impending relocation to temporary location, for Printing Services and Mail Services.

Reliance on student workers in mail services and helpdesk.

Aging equipment.

Type of Parameter Being Budget

Examined:

Data Source / Findings / The physical growth of campus has an impact on Mail Services and infrastructure that covers larger area.

Impact: Increase in enrollment impacts our traffic patterns, bandwidth, printing services, mail services and helpdesk.

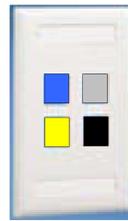
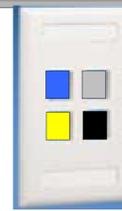
Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Increase web submission of print requests. This goal encourages the use of technology.	Printing Services Team - 05 AUO - Printing Services via the Web - Faculty will experience improved access to Printing Services by making it as easy as possible to submit print jobs via the web.	Assessment Method: Number of web submissions Criterion: Increase web submissions by 10% over current baseline.		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Increase the use of the color copier by the campus community.	Printing Services Team - 05 AUO - Color Copy - The campus community will increase utilization of the color copy service at the Print	Assessment Method: Number of color copies Criterion: Increase number of color copies by 10% over established baseline		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Maintain 24 hour turn around service for most black and white copies.				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
Constantly re-evaluate our services, and the condition of our equipment to insure we can provide the services our customers need.	Printing Services Team - Printing Services - 75% of our customers are satisfied with the service they receive from Mail Services and Print Services.	<p>Assessment Method: 75% of our customers are satisfied with the service they receive from Mail Services and Print Services.</p> <p>Assessment Method Category: Survey</p> <p>Criterion: A survey will be conducted in late fall of 09.</p>		
	Printing Services Team - Student login - Tie students to AD and require login in the labs.			
	Printing Services Team - Research technology and vendors - Research vendors Research technology			
	Printing Services Team - Identify outdated equipment - Identify aging or technological outdated equipment.			
	<p>Staffing Resources Required: On-going permanent staffing to replace multiple student workers</p> <p>Other Resources Required: Funds to replace equipment.</p>			



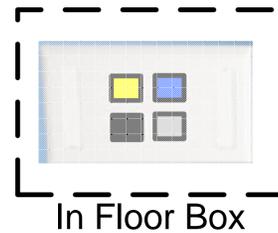
In Media Cabinet

MtSAC Technology Standards For: Classrooms

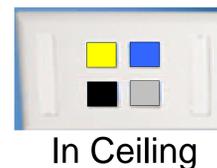
(Note: These are minimum standards and do NOT encompass all possibilities)

In addition reference Drawing AV-1 (Ceiling Mount Audio Visual)

One Standard Network Drop** on each wall and one in the ceiling at the projector position – Phone Jack on Door Wall – Network drop in floor box (or on the wall when appropriate) at the instructors position.

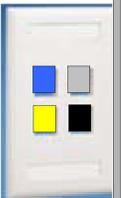


Assumes this is the Instructors Position and that a podium/lecturn of some sort is here



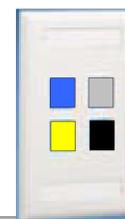
In Ceiling

Cables & MiniCom module(s) are color coded
Blue, Grey,
Yellow, & Black



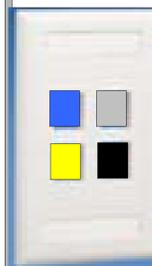
**A standard “Network Drop” consists of three color coded cables, (1) blue, (1) Gray, and (1) Yellow. The forth space is normally filled with a blank.

Where a fourth cable is indicated it should be black

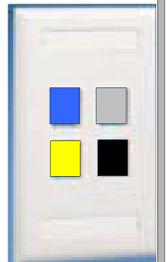


MtSAC Technology Standards For: Standard Office Space Up to 150 sq feet

One Network Drop** on each of two opposing walls, not the Door wall

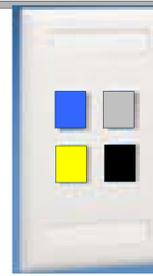


Cables & MiniCom
module(s) are color
coded
Blue, Grey,
Yellow, & Black



**A standard "Network Drop"
consists of three color coded
cables, (1) blue, (1) gray, and
(1) yellow. The fourth space is
normally filled with a blank.

Where a fourth cable is
indicated it should be black



MtSAC Technology Standards

For:

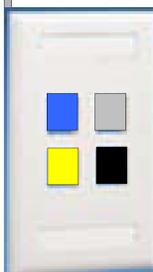
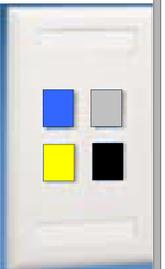
Large Office\Small Conference Room

Over 150 sq feet

One Standard Network Drop** on each of three walls, not the Door wall

If AV is indicated for Conference Room reference AV-2 (mobile AV)

Cables & MiniCom
module(s) are color coded
Blue, Grey,
Yellow, & Black



**A standard "Network Drop"
consists of three color coded
cables, (1) blue, (1) Gray, and
(1) Yellow. The fourth space is
normally filled with a blank.

Where a fourth cable is
indicated it should be black

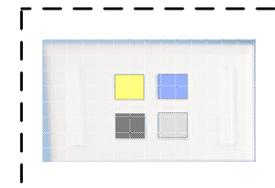
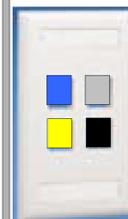
MtSAC Technology Standards

For:

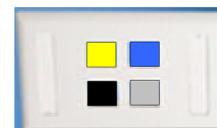
Conference Room Space

If AV is indicated reference Drawing AV-1 (Ceiling Mount) or AV-2 (mobile AV)

One Standard Network Drop** on opposing walls, one in the ceiling at the projector position, and one in a floor box under the conference table

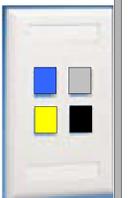


In Floor Box



In Ceiling

Cables & MiniCom
module(s) are color coded
Blue, Grey,
Yellow, & Black



**A standard "Network Drop" consists of three color coded cables, (1) blue, (1) Gray, and (1) Yellow. The fourth space is normally filled with a blank.

Where a fourth cable is indicated it should be black

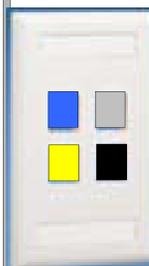
MtSAC Technology Standards For:

“Other” Space

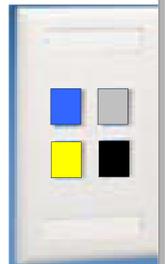
Spaces defined as other than just storage that may at times be occupied by people - or spaces defined as storage that are over 150 sq ft)

One Network Drop** on each of two opposing walls, not the Door wall – Phone jack on door wall

Reference Specifications page for specific part numbers



Cables & MiniCom
module(s) are color
coded
Blue, Grey,
Yellow, & Black



**A standard “Network Drop” consists of three color coded cables, (1) blue, (1) gray, and (1) yellow. The fourth space is normally filled with a blank.

Where a fourth cable is indicated it should be black



MtSAC Technology Standards For: BDF/IDF Rack Elevations

Reference Specifications page for specific part numbers not included here

Chatsworth Horizontal Cable Mgmt 30130-719



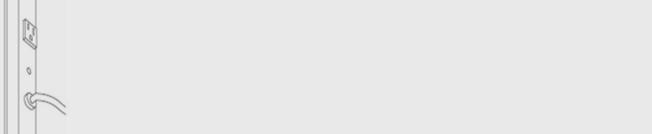
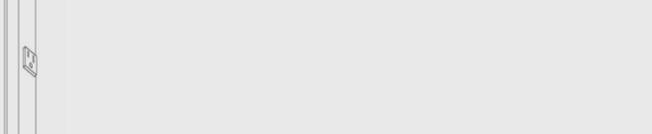
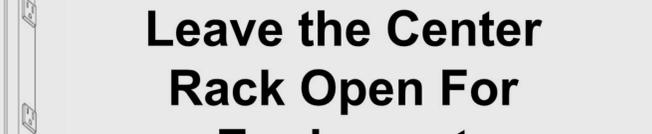
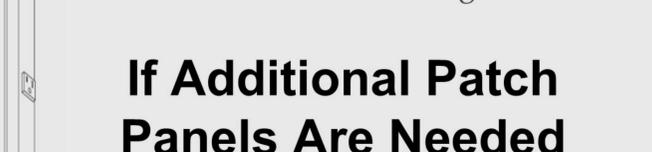
Panduit Frame Patch Panel CPP48WBL



Panduit Frame Patch Panel CPP48WBL



Chatsworth Horizontal Cable Mgmt 30130-719



Wiremold CabinetMate Power Strip 7011ULB (Mount on rear of Rack)

Chatsworth 7' Standard Rack 55053-703

Chatsworth Horizontal Cable Mgmt 30130-719



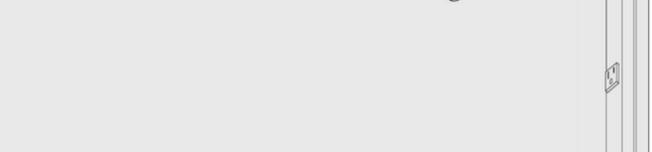
Corning LanScape Rack Mount Encl. CCH-02U



Panduit 48 Port Patch Panel



Chatsworth Horizontal Cable Mgmt 30130-719



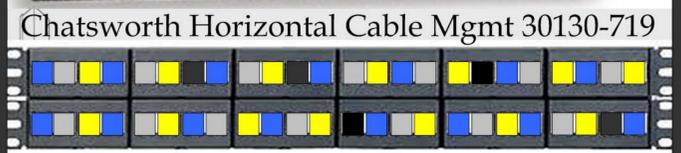
Wiremold CabinetMate Power Strip 7011ULB (Mount on rear of Rack)

Chatsworth 7' Standard Rack 55053-703

Chatsworth Horizontal Cable Mgmt 30130-719



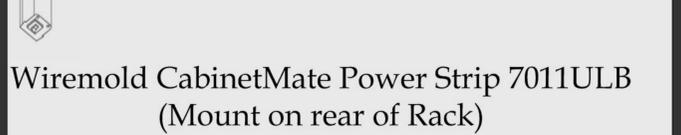
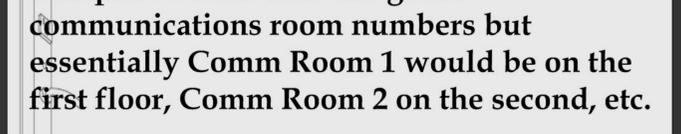
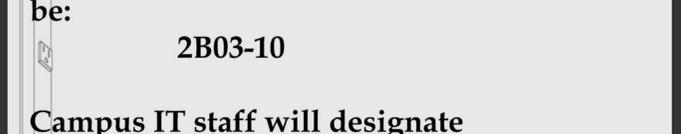
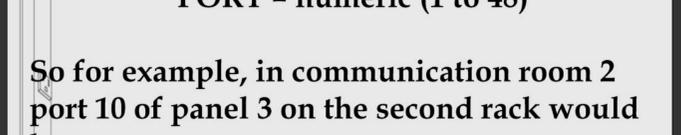
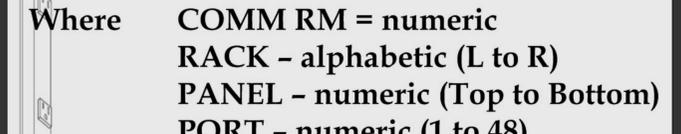
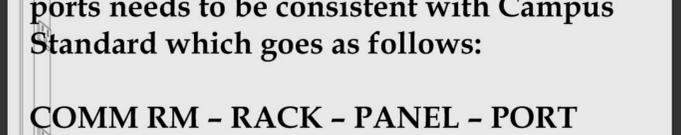
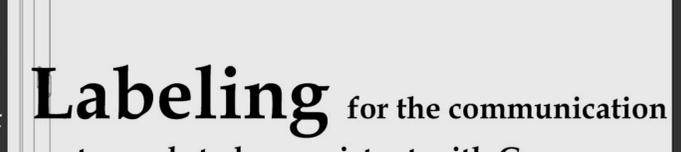
Panduit Frame Patch Panel CPP48WBL



Panduit Frame Patch Panel CPP48WBL



Chatsworth Horizontal Cable Mgmt 30130-719



Wiremold CabinetMate Power Strip 7011ULB (Mount on rear of Rack)

Chatsworth 7' Standard Rack 55053-703

Outside Edges of Racks

If Additional Patch Panels Are Needed Add Them To The Outside Racks – Leave the Center Rack Open For Equipment

Between Racks

Chatsworth Vertical Cable Mgmt - 10" - 30093-703

Between Racks

Chatsworth Vertical Cable Mgmt - 10" - 30093-703

Electrical Needs

- (1) 30-amp 208 circuit with NEMA L6-30 outlet**
- (1) 20-amp 110 circuit (PER RACK)**

Labeling for the communication ports needs to be consistent with Campus Standard which goes as follows:

COMM RM - RACK - PANEL - PORT
Where COMM RM = numeric
RACK - alphabetic (L to R)
PANEL - numeric (Top to Bottom)
PORT - numeric (1 to 48)

So for example, in communication room 2 port 10 of panel 3 on the second rack would be:

2B03-10

Campus IT staff will designate communications room numbers but essentially Comm Room 1 would be on the first floor, Comm Room 2 on the second, etc.

Preferred Room Size

9 ½' x 11'

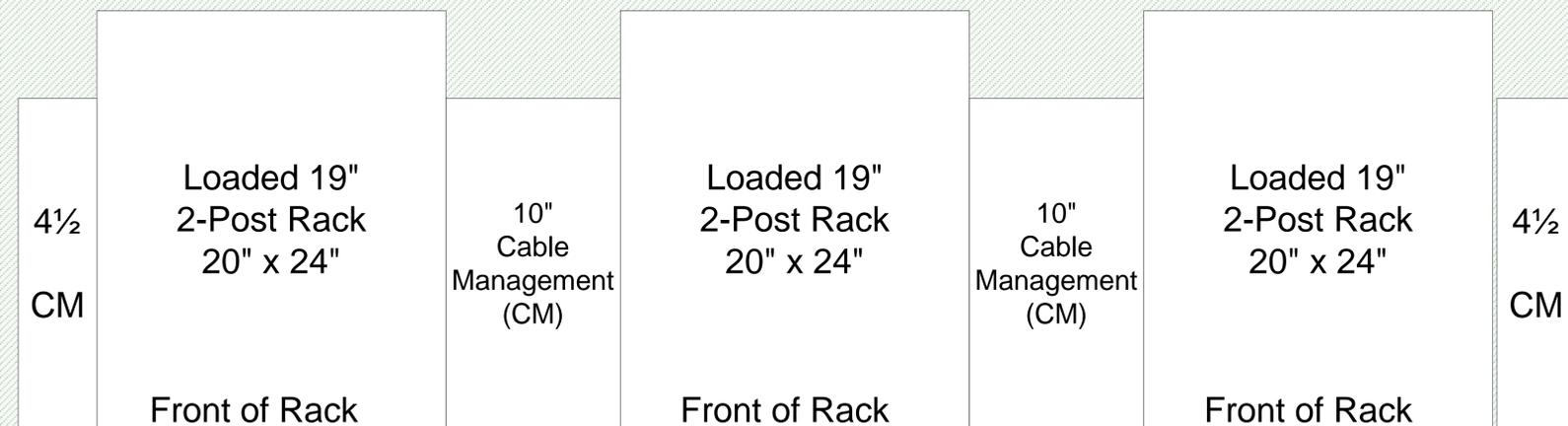
(Allows for preferred ADA Clearance of 42")

MtSAC Technology Standards For: BDF/IDF Room Layout

Minimum Room Size

8 ½' x 10 ½'

(Allows for Min ADA Clearance of 36")



BDF/IDF Room Size

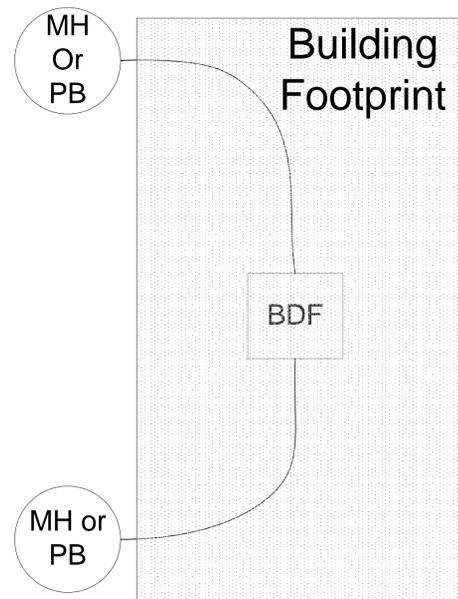
Shall be a minimum of 100 sq ft and arranged in such a way as to enable (3) fully loaded 19" 2-post racks with cable management as shown in a single row with a minimum ADA clearance of 36" on both long sides and one short side. Forty two inches of clearance is preferred.

BDF/IDF Locations Campus IT

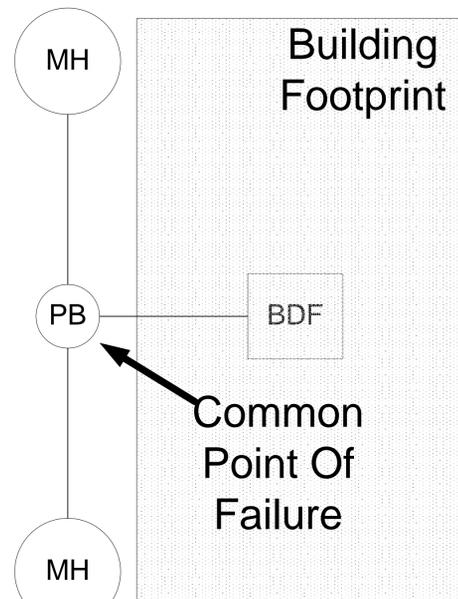
prefers there be at least one BDF/IDF per floor per building however even if that is not possible:

***NO POINT in any Building
should be more than 250
feet from a BDF or IDF***

MtSAC Technology Standards For: Building Infrastructure Pathways



Correct



Incorrect

**There
Should be
Two
Separate
and
Distinct
Exterior
Data
pathways**

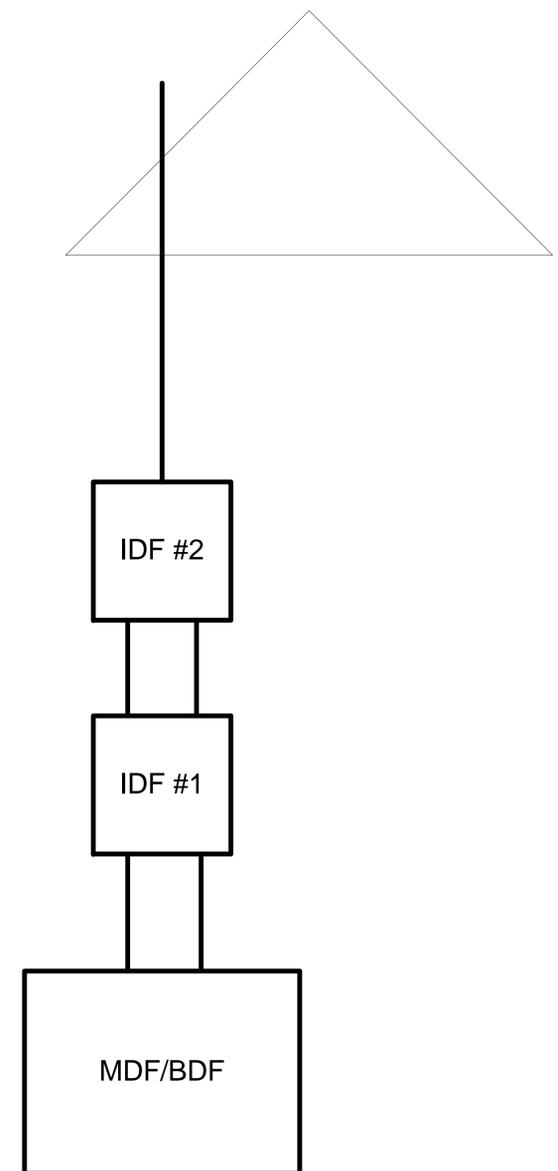
one in and one out of a building. They should not share a single point of failure outside the building.

Roof Penetration

A single 4" conduit is required from one of the buildings' IDFs to penetrate through the roof for data connectivity.

**All Building
Communications
rooms should be
interconnected**

with (2) 4" conduits. These should be populated with building appropriate sized fiber and copper pairs. (Check with Campus IT for appropriate sizing/cable counts.)



MtSAC Technology Standards For: Specifications Detail

RACK COMPONENTS

Chatsworth 7' Standard Rack 55053-703
Chatsworth Vertical Cable Mgmt - 10" 30093-703
Chatsworth Vertical Cable Mgmt - 6" 30092-703
Chatsworth Vertical Cable Mgmt - 4.4" 30091-703
Chatsworth Horizontal Cable Mgmt 30130-719
Wiremold CabinetMate Power Strip 7011ULBD

CATEGORY 6 COMPONENTS

Belden Datatwist Cable - Blue 7882A-006
Belden Datatwist Cable - Gray 7882A-008
Belden Datatwist Cable - Yellow 7882A-004
Belden Datatwist Cable - Black 7882A-010
Belden Datatwist Cable - Green 7882A-005
Belden Datatwist Cable - Orange 7882A-003
Belden Datatwist Cable - Red 7882A-002
Panduit CAT6 Jack - Blue CJ688 TG BU
Panduit CAT6 Jack - Gray CJ688 TG IG
Panduit CAT6 Jack - Yellow CJ688 TG YL
Panduit CAT6 Jack - Black CJ688 TG BL
Panduit CAT6 Jack - Green CJ688 TG GR
Panduit CAT6 Jack - Orange CJ688 TG OR
Panduit CAT6 Jack - Red CJ688 TG RD
Panduit Faceplate - 1 Outlet CFP1EIG
Panduit Faceplate - 3 Outlet CFP13IG
Panduit Faceplate - 4 Outlet CFP14IG

Panduit Frame Patch Panel CPP48WBLY

FIBER OPTIC COMPONENTS

Corning Fiber Panel - MM (6-Strands) CCH-CP06-91
Corning Fiber Panel - MM (12-Strands) CCH-CP12-91
Unicam SC/MM Connectors 95-000-41
Corning Fiber Panel - SM (6-Strands) CCH-CP06-59
Corning Fiber Panel - SM (12-Strands) CCH-CP12-59
Unicam SC/SM Connectors 95-200-41
Corning LanScape Rack Mount Encl. CCH-02U

TELEPHONE COPPER COMPONENTS

Panduit 48 Port Patch Panel DP48584TV25
Siemons Split 66 Blocks S66-M1-50
Mohawk Riser Rated ARMM Cable



2008-09 MT. SAN ANTONIO COLLEGE GOALS and STRATEGIC OBJECTIVES

College Goal #1

The College will secure funding that supports exemplary programs and services.

Strategic Objectives:

- Secure Foundation funding of \$1.1 million in fiscal year 2008-09 for scholarships, campus educational projects, and capital campaign. *(Mt. SAC Foundation)*
- Maintain an average funding success rate of no less than 80%, defined as number of grants funded divided by number of proposals submitted. *(Grants Office)*
- Submit grant or incentive proposals promoting student and staff safety and security totaling \$250,000 by December 2009. *(Facilities)*

College Goal #2

The College will prepare students for success through the development and support of exemplary programs and services.

Strategic Objectives:

- By June 2009, a minimum of 75% of courses will have at least two Student Learning Outcomes (SLOs) identified. *(Instruction)*
- By 2013, the College will improve the average student success rate for distance learning courses by 5% over the 2008 baseline. *(Instruction)*
- 65% of students enrolled in the 2008 Summer Bridge Program will complete six or more units in Spring 2009. *(Student Services)*

College Goal #3

The College will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.

Strategic Objectives:

- For 2008-09, the College will achieve a pass rate of 90% for Mt. SAC graduates (first-time takers) on national licensing and certification exams as an average for all programs. *(Instruction)*
- During the 2008-09 academic year, the College will review/approve a minimum of 80 courses in vocational TOPS codes (either now or modified for currency). A minimum of 50 vocational majors/certificates shall be reviewed/approved as new or modified for currency. *(Instruction)*

College Goal #4

The College will improve the quality of its partnerships with business and industry, the community, and other educational institutions.

Strategic Objectives:

- The President will meet with all local school superintendents at least once during 2008-09. *(President's Office)*
- Increase by 20% the number of business and industry supporters and partnerships with the Mt. SAC Foundation for fiscal year 2008-09. *(Mt. SAC Foundation)*
- For 2008-09, the College will increase the number of secondary students requesting units via the Tech Prep Articulation Program for Secondary Schools by 10%. *(Instruction)*
- High School Outreach will increase the participation rate of counselors attending the High School Counselors Conference by 10% in 2008-09. *(Student Services)*

College Goal #5

The College will utilize and support appropriate technology to enhance educational programs and services.

Strategic Objectives:

- Implement Luminis Campus Portal and Banner Web Self Service modules by January 1, 2009. Full use of portal by students and faculty for summer 2009. *(Information Technology)*
- In conjunction with the Technical Services and Information Technology units, implement standardized Audio Visual systems in all permanent classrooms and laboratories by December 2010. *(Facilities)*
- In conjunction with the Information Technology unit, install telephones in all permanent classrooms by December 2009. *(Facilities)*
- The College will meet 100% of new requests made in the 2008-09 academic year for closed captioning of videos and DVDs. *(DSP&S)*

College Goal #6

The College will provide opportunities for increased diversity and equity for all across campus.

Strategic Objectives:

- Increase opportunities for diversity in employment by identifying at least five (5) new recruitment sources targeting underrepresented applicant groups. *(Human Resources)*
- The ASPIRE (African American Student Success Program Inspiring Responsibility for Education) program, designed to enhance the success rates of African American students, will increase the student participation rate by 50% by June 2009. *(Student Services)*

College Goal #7

The College will increase access for students by strengthening recruitment and opportunities for full participation in College programs and services.

Strategic Objectives:

- Conduct annual focus groups with students to assess needs and develop three promotional brochures plus informational materials for Student Services departments to promote opportunities and open access to students. *(Marketing)*
- The number of students participating in the “Cash for College” and the “It’s Not Too Late” financial aid and recruitment events will increase by 20% and will be expanded to include an on-campus program effort of similar design during the spring of 2009. *(Student Services)*

College Goal #8

The College will encourage and support participation in professional development to strengthen programs and services.

Strategic Objectives:

- Increase the number of workshops offered via POD/PDC by 5% in comparison to the previous fiscal year offerings. *(Human Resources)*
- By June 2009, in accordance with the Basic Skills Action Plan, the College will develop/ implement a new Teaching & Learning Center to enhance professional learning related to Basic Skills. *(Basic Skills Committee)*

College Goal #9

The College will provide facilities and infrastructure that support exemplary programs and consider the health and safety of the campus community.

Strategic Objectives:

- Increase the capacity of the Mt. SAC on-site computer network by upgrading main connection (backbone) speed and capacity by June 30, 2009. *(Information Technology)*
- Remove 25% of physical barriers to accessibility on campus as identified by the 2008 transition plan by June 2010, with focus on restroom accessibility in permanent buildings. *(Facilities)*

College Goal #10

The College will ensure that basic skills development is a major focus and an adequately funded activity.

Strategic Objectives:

- By June 2009, the College will document the successful achievement of at least 80% of the project goals identified by departments/units that receive 2008-09 Basic Skills funding in accordance with the Basic Skills Action Plan. *(Basic Skills Committee)*
- By June 2009, the College will fund all activities identified in the Basic Skills Action Plan using dedicated BSI funding at a minimum of \$1.3 million for the 2008-09 year. *(Basic Skills Committee)*

College Goal #11

The College will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

Strategic Objectives:

- By the end of fall 2009, the College will be able to measure an increase in employee satisfaction with communications by 5% from both the OSS Employee Survey (fall 2007=46%) as well as the Participatory Governance Survey (averages 58.9% for spring 2008). *(President's Advisory Council)*