

## STANDARD FIVE-T

### *Information Technology*



#### **Introduction**

Ten years ago, Lane included a page-and-a-half description of its instructional computing facilities, goals and objectives as a footnote to its “Standard Five — Library and Information Resources” chapter. At the start of this self-study process in Fall 2002, the Steering Team debated how to communicate the enormous changes in Information Technology (IT) at Lane since 1994. Some suggested that since IT is everywhere it should appear in all the standards but not in one of its own; others suggested that IT was like Facilities, and so should have its own standard. The Steering Team decided that to make this self-study the most useful to the college’s process of self-improvement, Lane would take a focused approach to IT and adapt the Commission’s standards, elements and indicators for Standard 5 and create “Standard 5T—Technology.” Still, instructional computing and information technology is addressed elsewhere in the self-study, including Policy 2.6 and Standards 2, 3, and 8.

In 1995, the college had the foresight to commit major resources to technology. Other wise decisions, projects and resource infusions have combined to put IT in a strong position to meet the technology needs of learners in the coming decade:

1. The bond project upgrades and remodels improved the physical spaces housing technology. When the \$42.8 million bond passed in 1995, Lane was forward-thinking about technology, allocating \$5 million for classrooms and labs enhanced with technology to provide new learning opportunities and environments.
2. The complete conversion of the new network operating system, encompassing GroupWise and the Novell shell, provides a robust infrastructure for email and other electronic communication.
3. The Lane Administrative Systems Renewal (LASR) Project improved the infrastructure for electronic information and business processes. The LASR Project is a \$4.8 million multi-phase, multi-year project to purchase and implement an integrated information system to

support the core administrative functions of the college. Begun in 2000, LASR has helped the college meet the critical need to improve its core information system by upgrading the network. The college is still seeing the 2000 investment in the system today.

3. In 2002, the Board passed a student Technology Fee, which currently infuses more than \$1 million per year into instructional technology. In addition to IT across campus, every IT request from the library has been met, which has proven essential in tough budget times.
4. Administrative restructuring improved Lane's capacity to plan systematically about IT across all realms of the college.
5. The Workstation Replacement Plan for staff provides updated technology to those who support learning.

## Purpose and Scope

Information Technology at Lane facilitates teaching, learning and research consistent with the college's mission and goals. IT supports Lane's core values of innovation and accessibility by providing the technological infrastructure undergirding many aspects of the learning environment.

IT holdings, equipment and personnel are sufficient to meet the college's mission and goals (5.T.A.1) The General Fund budget allocation for the IT Department for FY04 totals \$5,344,121. Lane has made a significant long-term commitment to the role of information technology in all aspects of its operations and in particular improving the quality and accessibility of the learning environment to all whom Lane serves. This commitment is evident in the substantial increase in technology investment in space, infrastructure, equipment and personnel in the last ten years. The Student Technology Fee assures a stable source of funding to provide up-to-date and relevant technological resources for learning and support services.

## Holdings, Equipment and Personnel

The recent Bond Reconstruction Project allotted \$5 million for instructional equipment in the last five years (see Standard 8). This allowed Lane to take a huge step forward in meeting its technology needs for the present and future. For example,

Lane has a new electronic video production studio; a new experimental classroom; a new Instructional Technology Center with new equipment geared towards computer support of the learning environment; new IP video conferencing equipment used for instruction and administration; new automated, "24/7" TV equipment for Lane TV which broadcasts on two cable systems; independent network assessment; a new telephone switch, upgraded in 2002; and (brand new in 2004) voicemail updates.

In addition to these specialized spaces and equipment, Lane is maintaining a high standard of basic computing facilities for students and staff to meet their daily computing needs. Figure 5T-1 illustrates students' perception of computer access adequacy. Ten years ago, Lane had 11 computer labs and 239 workstations; currently the college supports 80 computer labs/classrooms. There are over 1,200 workstations. As quick and reliable access to the Internet has become essential, all staff offices and computer labs are connected via 10/100 Ethernet to the Internet.

The college also has four new 'smart' classrooms on the 4th floor of the Center Building. There is also a new experimental classroom equipped with modular desks and 25 wireless notebooks with a TEGRITY system. Plans for scheduling experimental classes in the space are nearing completion.

In addition to instructional computing, the college plans to maintain adequate desktop technology environments through a four-year replacement cycle for staff workstations, including hardware and software licensing through upgrading. Budget issues for FY '02 and '03 had resulted in no capital outlay funding, which meant that staff workstations had gone without upgrading. For 2003-04 year, however, Lane allotted \$100,000 added back into major maintenance and capital equipment, which covered workstation replacement; next year that amount will be \$250,000, budgeted on a recurring basis. This amount has been identified as the standard to sustain the replacement cycle for all staff workstations, and will begin to make up for missed replacement cycles.

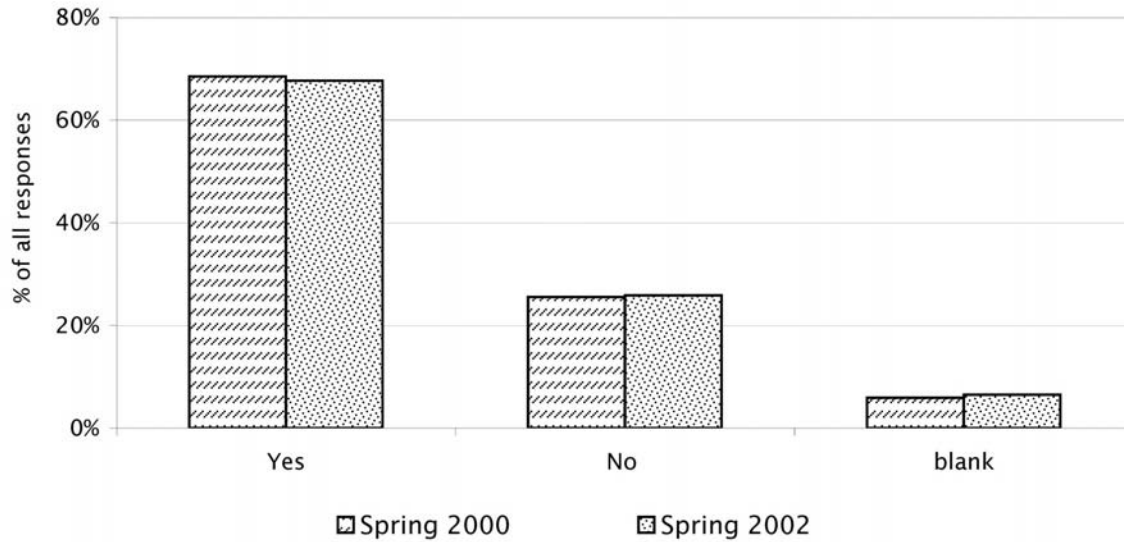


Figure 5T-1: Student Opinion — Does Lane provide students adequate access to computers and related equipment on campus? (Source: ACT Student Opinion Survey — Additional Questions, Spring 2002).

Through the LASR project, the college has purchased and is implementing an integrated information system to support the core administrative functions of the college, including Finance, Human Resources, Financial Aid and Student computer services. Goals of the project include enhancement of access to information for students and staff, including web-based services. During LASR implementation, Lane had an independent network assessment; the results of this assessment were positive: there is low error; the system is robust; it has high capacity and is performing the way it should; and there is room on the line.

Lane continues to plan for its future needs, since change and obsolescence are of particular concern with respect to technology needs. There is an equipment replacement plan and capital equipment budget for computer services. Central capital equipment outlay each year has been \$73,000 to computer services; a reserve fund to replace centralized equipment (email servers); Banner hardware; major capital equipment; telecom and central IT. In summer 2004, Lane will receive funding for planned fiber connection to the internet which will help the college keep up with the exponential growth in information coming through its computer connections.

IT has also invested resources in its personnel. The college has an Associate Vice President for Information Technology (AVP for IT) who oversees all departments and units related to information technology, including Instructional Computing and Distance Learning. Personnel who provide computer support include two coordinators; an administrative support specialist and 46 classified staff and 10 part-time classified staff (see also 5.D.1).

### IT Resources and Curriculum Support

Lane's information technology resources are sufficient to support the curriculum (5.T.A.2) The college keeps current with necessary licensing agreements for its software systems. This includes a Microsoft Campus Agreement for all college-owned workstations; Novell licenses; Norton Anti-Virus Corporate Edition software in all computing labs; special applications software (e.g., CAD, graphical design, electronic design) and software for specific departmental needs. In addition, the Technology Advising and Consulting Team (TACT) funds allot money for electronic databases for the Library. Criteria for allotment are posted on the Lane TACT website.

Currently, the college has a fiber connection with four T-1 lines that connect it to the Internet. By October 2004, the college will have a fiber

connection with 1,000 times the present capacity. Currently the network is saturated for the six heaviest-use hours. This new connection will meet current needs, and more importantly will lay groundwork for increased and innovative use of the network.

Lane plans its informational resource development with the college's mission and goals in mind (5.A.3). The computer labs/classrooms are available for use by Lane's students and staff in many locations on the main campus, downtown campus, and community learning centers. There are 28 computer classrooms and labs on the main campus; nine off-campus; and one at each of the seven Community Learning Centers (CLCs). Software is installed and upgraded based on curricular objectives in consultation with departmental faculty. To facilitate multiple modes of instructional presentation, classrooms are enhanced with projection devices, TVs, VCRs, etc. Portable A/V equipment and computer carts are available for delivery to sites where permanent equipment is not yet installed. The 'smart' classrooms on 4th floor Center have a computer display device, a document projection device (ELMO).

#### **Strengths:**

- The Bond Project, LASR project, a state grant, the Student Technology Fee and annual college funding are building and maintaining a strong technology infrastructure.
- Lane provides high quality, up-to-date hardware and software to students and staff at the main campus, Downtown Center, Outreach Centers at Cottage Grove and Florence and at the CLCs.
- The technology infrastructure supports instructional programs and has flexibility in funding and available delivery methods to respond to new requests.
- Improvements are ensured through surveys of students and staff.

#### **Challenges:**

- Providing comprehensive IT resources and services to students and staff presents an ongoing challenge. While there is stable funding for equipment, budget issues limit institutional ability to meet the demands for staff in the increasing presence and use of

technology. There is an increased demand for "24/7" technology support in an "8-5" work environment.

- Communication with all constituents is difficult despite constant effort. Historical and cultural differences in attitude and perspective about technology within the college community contribute to this difficulty.
- Lane's Banner organizational information management system has involved a steep learning curve.

#### **Improvement Plans:**

- Lane will choose systems that are robust and easily maintained in order to maximize staff efficiency.
- The college will review appropriate staffing levels and use planning processes to add human resources where needed and within fiscal constraints.
- Training in Banner continues on a regular basis as part of staff work.
- The College will continue to develop communication between instructional and support departments through TACT, the Technology Council and other means.

## **Information Technology Resources and Services**

The college has several means by which it ensures that its information resources are chosen to support the educational program, including professional technical, lower division transfer, employee skill upgrading (5.T.B.1). TACT is charged with identifying the major technology issues facing the college and advising the AVP for IT on priorities, goals and issues. TACT encourages and facilitates campus coordination and collaboration, including budget decisions, about technology in the areas of: services to students; instructional development and delivery; professional development, information systems, and the physical environment.

#### **IT Planning**

In addition to this college-wide planning and advisory group, the college keeps abreast of local technology needs, including services and equipment, in various ways. The increasing relevance of the Internet for educational needs has

driven the installation of network connections in all classrooms, and instructional departments can request electronic equipment to support student learning. Improvements are ensured through surveys of clients: IT uses an Instructional Computing Lab Survey to solicit student feedback, respond to students' needs and improve its services; the Computer Services Help Desk Survey and Follow-up Survey guide improvements to instructional and administrative technology for faculty and staff.

Accessibility is a core value for Lane. The Lane Community College website is 86 percent ADA compliant (3.B.1).

The college has developed a draft Instructional Technology Plan, which the Technology Council, one of seven councils under Lane's new governance system, will review and revise in 2004-05. The plan will synthesize the college's technology needs to promote the effective and efficient use of technology in instruction and in operations; the plan will inform and will be informed by the Learning Plan.

### **Independent Use of Technology**

Lane makes significant personnel and material investments to help staff and students use IT effectively and independently in an area that changes rapidly (5.B.2). In addition to its classes directly related to computer information technology (see Standard 2), Lane staffs computer labs with knowledgeable personnel who take a learning-centered approach to guiding all students.

The college employs a technology training coordinator for staff technology training; the Computer Services Help Desk is staffed from 8-5, M-F, to walk staff through technology problems and inform them of issues related to computing. A/V Services provides training for A/V equipment; computer labs are staffed during open hours to provide assistance for students; the LASR training program advertises periodic training for specific functions of Banner in the staff newsletter, the Daily, aimed at staff functions (grade entry, updating your personal information). Express Lane and online services (web pages) allow 24/7 access for students and staff to independently access information. Lane's web site provides information on 25,000 web pages with a

Google search appliance on the Lane web site. Computer labs are staffed by knowledgeable staff.

Lane's learning-centered philosophy informs its service in the Instructional Technology Center (ITC) as well. The ITC offers training and resources for faculty to produce effective educational materials and integrate new learning methodologies into the classroom. Computer Services provides a user's manual for faculty using the "smart" classrooms. Distance Learning also provides training and support for faculty who teach distance courses, as well as orientation sessions for students taking online classes.

### **Participation in Development of Resources**

Lane has policies, regulations and procedures for systematic development of information technology resources; these are documented, updated and made available to Lane's constituents (5.T.B.3.). A central resource for development of IT is TACT, which has a vision and guiding principles published on its website. TACT funds are carefully managed to ensure that they are disbursed according to their intended purpose and for the benefit of students. The Technology Fee Management Plan is also updated and available on the website. Technology Fee approvals are published annually on the website in a Summary Allocation Report. In the past, TACT developed one- and five-year technology strategies; however, these have not been updated and that task may pass to the new Technology Council.

Eight IT policies are online in the College Operating Procedures and Policies (COPPS) manual; these were recently renamed and grouped as belonging to Information Technology, so they are easy to find in the index. COPPS has procedures and policies for faculty and staff to follow in their dealings with IT. The Workstation Replacement Plan is reported on the TACT website. The LASR project Request for Proposal and project plans are posted on the web for review in the Exhibit Room.

The college routinely involves faculty, staff and students in planning and developing information technology resources and services (5.T.B.4). There is a culture of openness and inclusion at Lane. For example, the TACT charter and membership

nomination process invites membership from all college employees whose expertise in various technology areas could contribute to the group's mission. The Technology Fee application process is publicized and open to all. The Technology Team is a weekly meeting of IT staff support across campus, which provides an ongoing feedback loop.

In 2003, the college conducted a web site survey to gather opinions about use and effectiveness of the college's web site. It also conducted a web site marketing audit in 2003-04. For major purchases and changes in the technology infrastructure, the college convenes task forces and holds forums to gather college-wide input.

### **Extending the Boundaries of the Campus**

Lane uses computing and communications services to extend boundaries in obtaining information and data from other sources, including regional, national, and international networks (5.T.B.5). Multiple modes of extending boundaries are available and heavily used; staff and students use of the internet is increasing.

For example, Lane has network connections in all staff offices and classrooms; every term sees a large percentage increase in bandwidth utilization. The fiber connection upgrade will correct bandwidth saturation problems.

National satellite teleconferences are downlinked for staff and students; these programs are recorded by Distance Learning and available in the Library (see Policy 2.6). In addition, online courses offered at other Oregon CCs are available to Lane students. ExpressLane links to Department of Education application forms to facilitate financial aid. Staff participation in web casts from vendors, NACUBO, et al. make efficient use of training time, and staff use IP video to participate in meetings at a distance. The AVP for IT is the 2004-05 president for Oregon Community College Information Technology Association (OCCITA), attends meetings three times a year and is active on the OCCITA listserv.

### **Strengths:**

- The college's technology purchases are driven by instructional needs, with input from faculty and students on how best to support learning. TACT provides a centralized means of collecting information on these needs.
- The Technology Council has the potential to further the college's effective use of technology in a shared decision-making process.
- Lane's accessible website supports the core values of diversity and accessibility.
- Technology training and support are available to encourage independent and effective use of technology by staff and students. ITC has new hardware and software for faculty training. Online services for students and staff have improved dramatically with the LASR project. The new Google search appliance is an excellent tool for quickly locating information on the college website and has received widespread approval from users.
- Through TACT, COPPS and LASR, the development of information technology resources is systematic, carefully scrutinized and made public. The Technology Fee management policy is clearly defined and consistently implemented. LASR project management has also been highly effective.

### **Challenges:**

- Maintaining and replacing new equipment is an inherent challenge in IT, since equipment so quickly becomes out of date and requires specialized knowledge to install and upgrade.
- Some faculty and staff must undergo a steep learning curve to become independent users of technology.
- Since the institution of the Technology Fee, there has not been time for high-level planning. Ensuring systematic development and management of formal, reviewed technology plans has posed a challenge in the face of daily cycles of addressing immediate needs and problems.
- As with many areas of the college involved in shared governance, finding time and resources for all interested parties to participate in shared decisions can prove difficult. The expectation of full participation is not always met because of these time and resource constraints.

### **Improvement Plans:**

- The replacement cycle and the Student Technology Fee will provide a systematic and stable means of maintaining up-to-date staff and instructional equipment.
- To facilitate independence in an efficient and cost effective manner, Lane will continue to choose systems that provide self-contained user documentation (such as help functions).
- The college will use its Instructional Technology Center and its technology training coordinator and put more emphasis on training as it can to support faculty and staff training in the independent use of technology.
- The new Technology Council will provide strategic planning in the IT area. The Council will review and revise the draft Instructional Technology Plan as well as undertake the task of updating TACT plans to align with the college strategic plan. The college also plans to complete an inventory of technology policies compared to industry standards from EDUCAUSE or the Cornell Institute for Computer Policy and Law.

### **Facilities and Access**

Lane provides sufficient and accessible information resources to meet program requirements (5.T.C.1). (An inventory of computer labs, classrooms, A/V equipment on main campus and outreach centers, and an inventory of network components are available in the Exhibit Room.)

The new LASR hardware for administrative systems and online services has been an essential overhaul of the college's organizational information management. The Computer Services machine room is on conditioned power, with UPS protection and generator backup, and the Computer Services machine room is secure.

In addition, servers for faculty, online classes and communication tools are replaced regularly. Additional resources include: current software licenses for anti-virus and desktop applications; Online services for students and staff that are available from any workstation with a browser either on-campus or off-campus; staff email and

calendar functions available from anywhere in the world; widely available Lane TV on two cable systems throughout the district; Studio/Classroom allowing programming to originate from the main campus.

### **Strengths:**

- Lane's technical infrastructure is in excellent condition and student technology is current, adequate and well funded through the student Technology Fee. The technology resources provided for instruction are more than adequate for the current use and use in the near future.
- The Microsoft Campus Agreement gives the college a site license for Microsoft Office Pro for all college workstations.

### **Challenge:**

- While technology resources for instruction are adequate, staff technology and support present a resource challenge.

### **Improvement Plan:**

- The Workstation Replacement Plan will soon catch up to deferred technology replacements. The college will continue to seek creative solutions to technology support issues with staff.

### **Personnel and Management**

Lane provides assistance to users of IT (5.T.D.1) Staffing is marginally adequate to support the college's technology infrastructure (see 5.T.A.1) The college has used technology funds and Carl Perkins funds to provide part-time staff for technology support in those areas in most need of staff. A new management position focused on operating issues is planned.

The college has high-quality, dedicated staff, many of whom are long term full-time employees. However, workload and staffing challenges pervade the area. Budget cuts, a steep and constant learning curve inherent to the changing needs of technology, and increased use of technology contribute to staffing issues. Support staffing is thin relative to the use of technology and in relation to all the new equipment. There is a constant need for staff training to effectively use new technology.

As with many institutions, IT staffing at Lane will remain a challenge in the years ahead as the use of technology increases. The college will continue to review staffing needs to establish goals and meet them within budget constraints. IT will use the unit planning process and the Technology Council to find solutions to these and other challenges as they arise.

### **Support Staff and Leadership**

The college employs dedicated, committed, long-term staff in almost every key technology support position on campus. Whereas out-of-date equipment requires more support staff to maintain, newer technology (hardware and software) is more robust and more easily maintained, thus requiring fewer staff. The AVP for IT provides focused leadership in a key area of Lane's future (5.T.D.4). Three new computer lab support positions were created in March 2004 to replace hourly lab aids, which ensures better continuity and aids planning efforts. Staff development is strong, and there is a high degree of collegiality among IT staff and instruction and student services.

Lane employs highly qualified professional and technical support staff, with required specific competencies, whose responsibilities are clearly defined (5.T.D.2). Some staff are certified by Novell, Cisco, Apple, HP, and/or Siemens. While there are many part-time staff, most technology support staff are long-term employees of the college. Staff position descriptions are current for most positions and all job classification descriptions are current (see Exhibit).

Since market demands for qualified technical staff are out of sync with traditional institutional classifications, in 2001 all IT employee job descriptions (approximately 50 on campus) went through an extensive analysis by an independent consultant and a special classification that allowed for a new pay scale. Lane adapted a "broadband" job classification arrangement for its technical staff.

### **Training and Development**

The training and professional development budget is adequate in IT to provide opportunities for growth (5.T.D.3) These opportunities for training are well known within the IT department, and the importance of professional development is

communicated by management. The training budget and travel records for technical staff provide evidence of ongoing training for staff to remain current in their fields. LASR training sessions for the programming team keep staff up-to-date on Banner. In Spring 2004, New Horizons Learning Center provided a two-day on-campus training on XP; and in summer 2004, Apple Help Desk Certification class was offered to 16 college staff. Lane has also had several technical consulting visits.

For IT staff, much of technical development is built into daily work. Training is a part of the staff self-evaluation form, which asks about training and professional goals. In addition, staff training needs and knowledge are shared at weekly technical staff meetings. Each staff member is offered the chance to go to one major training of their choice each year. Some go to conferences, others take coursework. The culture in IT at Lane assumes that training is essential to keep current, and it is supported.

### **Organization**

IT at Lane is organized to support the accomplishment of the college's mission and goals (5.T.D.4). Starting in 2000, the IT department was reorganized to address the increased need for coordination in the growing area of information technology; as of July 2004, IT has been officially reassessed and reorganized to reflect emerging needs. The college created a position on the Executive Team (ET), the Associate Vice President for Information Technology, part of whose responsibility was to organize and integrate Computer Services and Instructional Technology Support Services to create the Information Technology department. Recognizing IT at the executive level is increasingly common at community colleges, as it recognizes the need for linkage between tech and all the other functions of the college. The AVP for IT has direct oversight of the LASR Project (Figure 5T-2 for Organizational Chart).

While the library is not within IT at Lane, librarians have become IT professionals, and there are strong connections between the library and IT. The library is represented on TACT and the Website Steering Committee



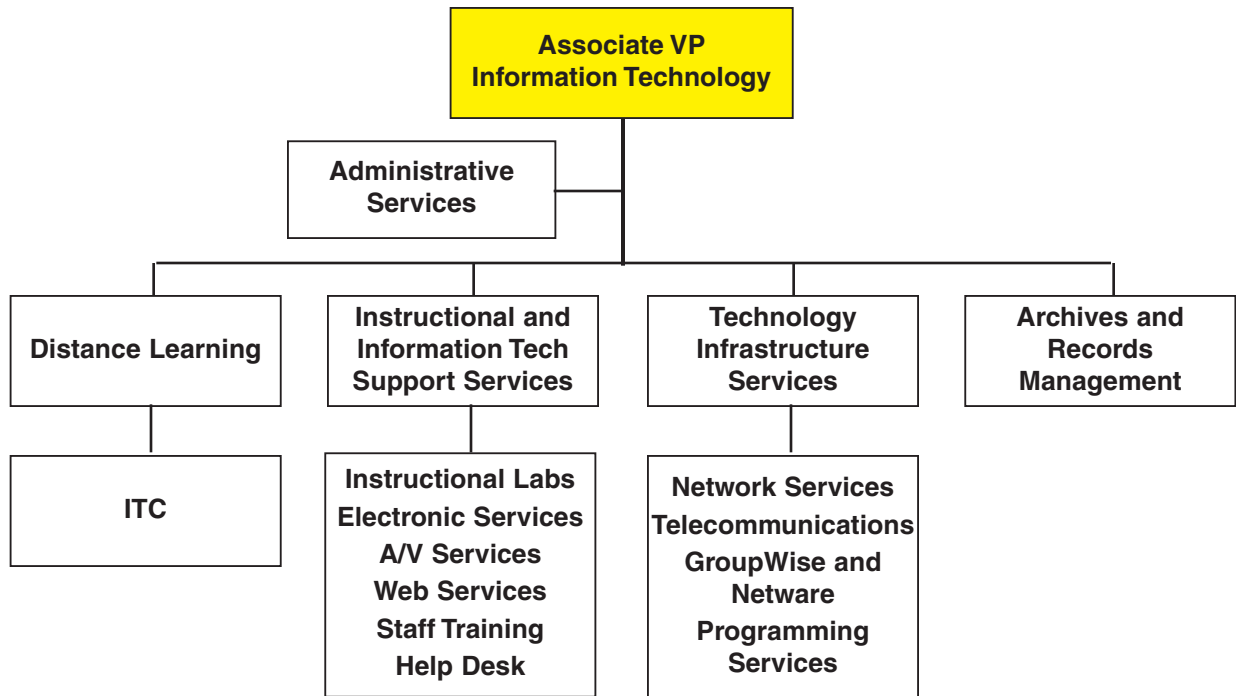


Figure 5T-2: Organizational Chart for IT (Source: Information Technology Department).

### Service Linkages

Significant formal and informal service linkages exist across campus. The TACT team has a broad membership of experts across campus; the Web Site Steering Committee also provides coordination and linkage; the Instructional Technology Center (ITC) houses both IT staff and SLI staff, fostering communication between innovative instructional areas (SLI) and the technology staff. In addition, the ITC is located near the Distance Learning office. Weekly meetings of all technology support staff further facilitate communication. The Help Desk request package is used by Electronic Services, A/V Services, Programming and Help Desk.

Since curriculum development lies largely with faculty, the IT staff are not formally involved. However, IT plays a service role and is by and large able to serve the needs of faculty instruction (5.T.D.5). In addition, there are faculty members across campus whose positions include IT coordination. These faculty act as an informal liaison and resource for faculty who are developing curriculum. (See Policy 2.6 for example).

### Maintenance and Security

Lane has a powerful mechanism in the budget for ensuring sufficient support for IT services, maintenance and security (5.T.D.6). For example, the Banner licensing is allocated for during the mandated phase, and Google is part of our infrastructure. In addition, the college is moving toward establishing reserve funds, which demonstrates a long-term commitment to IT even in times of possible budget problems (see Exhibit). Also, the college has a managed firewall which provides important security; supports Norton antivirus software and spam filtering; and provides systematic protection against vandalism.

#### Strengths:

- Lane’s central IT organization supports technology across the institution, and a high degree of communication and cooperation characterizes the technical staff.
- Lane’s IT staff are highly qualified and appropriately certified, and there are long-term, knowledgeable staff in key support roles.
- Training and professional development are emphasized in the Lane culture and supported in the IT budget. Annual training is adequate

for key technical employees. Technical training for the LASR project was extensive, broad and deep.

- Technology positions are adequately compensated relative to the local market.
- The college provides reasonable levels of funding for technology purchases. In addition, there is also an equipment reserve fund being created this year for administrative systems. The student Technology Fee includes a reserve fund and a contingency fund.

#### **Challenges:**

- Updating job descriptions to reflect the changing work of technology personnel is a major task.
- There is a 46-2 staff-to-manager ratio and the use of part-time staff poses some challenges in continuity.
- Securing routers and computer projection devices against theft or damage has proven a challenge in the past year; security problems have increased in the context of a dynamic use of facilities.
- The Computer Services Help Desk often operates with a long backlog of service requests.
- There are no evening or weekend A/V staff availability, which can cause problems for instructional staff working during these hours.
- The learning curve for IT is an inherent challenge.
- Training time takes critical staff away from campus and puts pressure on technical support staff.

#### **Improvement Plans:**

- The IT staff and administration will work with Human Resources to complete position descriptions for all technical support staff.
- IT administration is considering a third management position for IT to bring additional attention to staffing issues.
- Staff in Facilities Management, instruction and IT will work together to solve equipment security problems.
- The college is looking to improve some areas where there is a heavy use of part-time staff. The new IT organization is intended to maximize use of existing staff. The college is

planning a process to identify the need for additional positions and address them.

- When fully operational, the annual replacement plan for staff workstations will decrease the workload for support staff, which is highest on older equipment.

## **Planning and Evaluation**

Lane's IT planning, like other areas of the college, has improved in the area of participation within a shared-governance structure (5.T.E.1). Especially since 2000, the budgeting process through the Criteria Application Work Group (CAWG) has offered users a role in the process of planning and budget for IT. In addition, IT participates in a unit planning process that involves all staff in developing initiatives for planning and resource allocation. Systematic college-wide participation in strategic planning for technology will occur through the Technology Council

The TACT membership provides an open process for selecting faculty and classified staff members from the college at large who have expertise in technology areas. TACT members give input on use of the student Technology Fee and on institutional technology in general. In addition, the LASR project involved participation from across campus (Exhibit: membership list of LASR). The Computer Support Standards Committee, comprised of Lane governance groups, is involved in the process for workstation replacement. The Instructional Technology Strategic Planning Team charter also involves broad participation.

The Website Steering Committee involves faculty, managers and classified staff in the process of planning for the college's Internet site. This broad participation allows for a variety of views concerning how to use IT resources to come into fruitful play in the decision-making process.

Through its unit planning process, Lane's IT has begun to regularly and systematically evaluate the quality, adequacy, and utilization of its services to improve effectiveness (5.T.E.3). The unit planning process involves a yearly review and revision of each department's work. This process is new, and so limited assessment has taken place at this point. Several assessment tools have been used to help

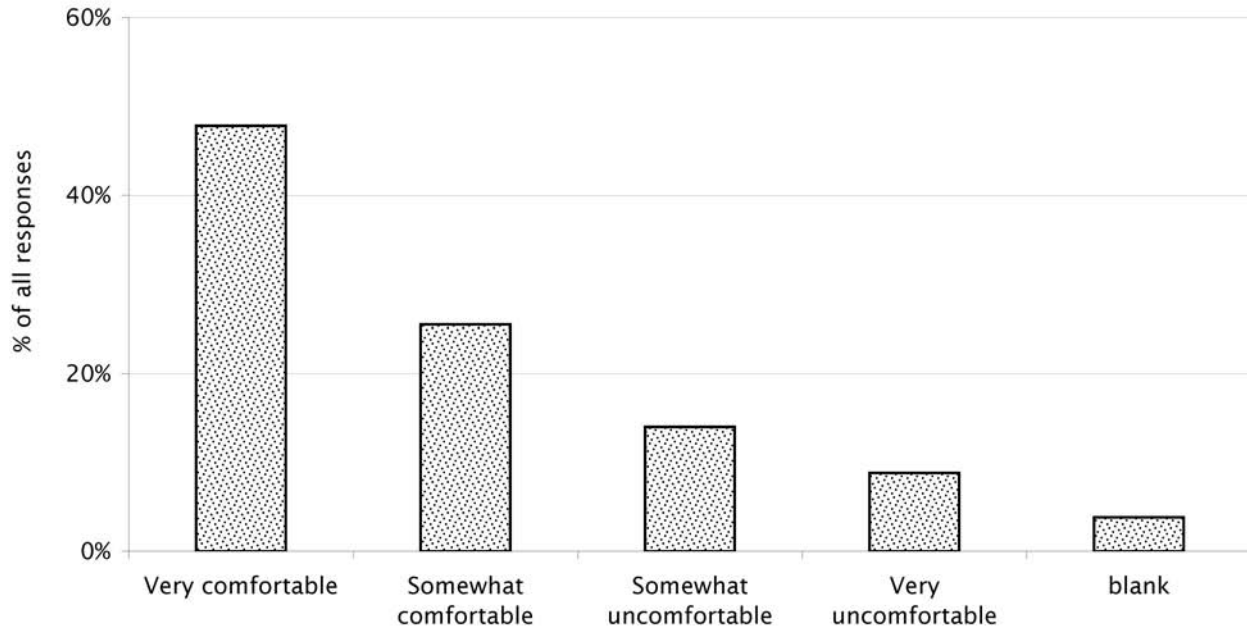


Figure 5T-3: Student Survey on comfort using the Internet to register for classes. (Source: ACT Student Opinion Survey—Additional Questions, Spring 2002).

IT evaluate its effectiveness. For example, before Banner implementation of the student module, IT worked with Institutional Research, Assessment and Planning (IRAP) to track how students might use the new Banner registration system. The ACT Student Opinion Survey for 2002 asked students how comfortable they would be using the Internet to register for Lane classes (Figure 5T-3)

Results of this survey encouraged the Banner implementation. IRAP and Computer Services also conducted two Help Desk surveys to track the usefulness of its service. It also conducted a website survey and marketing audit for users. The audit provided useful recommendations concerning the website, including streamlining the website; web traffic; organization and navigation; consistency and style; writing; design; and next steps. The plan from the audit is currently being implemented.

The instructional computing labs survey collects data on helpfulness of the staff; quality of the hardware and software; and the lab environment. This data is used to address students' needs and make TACT funding decisions.

IRAP is currently completing a marketing survey whose results will be folded into the Technology Plan. The Workstation survey, conducted in 2003, usefully identified obsolete equipment; that survey was an effective use of assessment, as it was used for the new 4-year replacement cycle. An Instructional Computing Laboratory (ICL) survey was also conducted and used to improve service to students..

#### Strengths:

- The LASR project encouraged all college constituencies to participate in planning and implementation of the administrative piece of IT. TACT is an effective place for informal planning.
- IT departments are grouped effectively. Campus technology groups are broadly representative.
- Technology support service providers are now in the same department.

#### Challenge:

- Providing formal, campus-wide planning in a high-involvement environment with workload issues is a challenge. In the past, it has not always been clear how these various

administrative groups have fit in with the governance structure. Some groups have been chartered, while others have not. Previously, there has been no assessment of effectiveness of IT services.

**Improvement Plans:**

- The unit planning process calls for performance assessment. It also allows for local development of priorities, and in the 2004-05 year the role of unit planning in the larger planning processes of the college will become clarified.
- The new Technology Council, which is a representative group, will focus on planning and policy, in particular reviewing the Technology Plan. It will develop an annual technology planning process; the Council is also responsible for assessing its work.

**Analysis and Appraisal:**

In general, as technology needs have been identified, they have been met. Valuable investments in the long-term effectiveness of IT at Lane include the Bond Project remodel; the Student Technology Fee; the LASR project; and the reorganization of IT; the network operating system and new leadership. Useful assessments leading to improvements such as Banner have occurred across IT, and the student surveys conducted by Institutional Research, Assessment and Planning provide regular and accurate information on broad areas of IT's focus of concern.