

California State University, Stanislaus

2007/2008

SUPPORT UNIT REVIEW - PHASE 3

OFFICE OF INFORMATION TECHNOLOGY

EXECUTIVE SUMMARY

Self-Study and External Review

As part of the university Support Unit Review process, the Office of Information Technology (OIT) conducted a Self-Study between July and December of 2007. OIT staff members participated in meetings to help identify future directions, needs, and priorities. The process affirmed a mission statement for the organization and established the basis for subsequent development of a draft strategic planning document.

The External Review phase of the process was not completed due to resource and time constraints imposed by multiple information technology security and financial compliance audits. As a result, this is an interim summary which will be updated as needed upon completion of the external review. It should be noted that the special CSU Chancellor's Office IT security audit touched on many areas which effectively addressed topics which would have been the subject of an external review.

The self-study affirmed the effectiveness of the Office of Information Technology in providing technology support services to the entire university community. The review identified the need for a sustainable model of funding to support campus-wide technology initiatives, and highlighted priorities for future office effectiveness relating to support for instruction; increased support for faculty in use of technology, especially instructional design support for on-line capability; increased outreach to students to enhance their computing and information technology skills, as well as their understanding of security and copyright issues; and a new emphasis on increasing technological access for students with disabilities.

Assessment Process

With the guidance of the Office of Institutional Research, OIT conducted satisfaction surveys of students, faculty and staff. Because of the wide range of services offered by OIT, the survey focused on a limited number of critical support areas – e-mail, help desk support, “smart” classrooms, and instructional and open computer labs. The results are summarized on the following pages.

Instructional Labs – Students (222 Responses)	
Very Satisfied	38.7%
Satisfied	49.5%
Dissatisfied	8.1%
Very Dissatisfied	2.3%
Smart Classrooms – Students (536 Responses)	
Very Satisfied	21.8%
Satisfied	68.8%
Dissatisfied	6.3%
Very Dissatisfied	1.5%
Smart Classrooms – Faculty (156 Responses)	
Very Satisfied	47.4%
Satisfied	36.5%
Dissatisfied	2.6%
Very Dissatisfied	1.9%
Open Labs – Students (333 Responses)	
Very Satisfied	51.1%
Satisfied	45.0%
Dissatisfied	3.3%
Very Dissatisfied	0.6%
Help Desk – Faculty / Staff (90 Responses)	
Very Satisfied	30.0%
Satisfied	50.0%
Dissatisfied	15.6%
Very Dissatisfied	2.2%
E-mail – Faculty / Staff – Improved? (81 Responses)	
Yes	40.7%
No	55.6%

Overall, 91.6 % of students and 80% of faculty and staff were satisfied to very satisfied with the services and support provided by OIT.

A survey was also conducted of OIT staff to determine the group's own perception of itself and how it supports the campus community. Although the group rated itself quite highly in terms of its relationship to the university as a whole, it had a negative self-assessment of the quality of the service OIT provides to students, and particularly to faculty. Since this result does not align with the survey results gathered from student and faculty responses, it probably reflects an internal lack of communication between the OIT units responsible for student and faculty interactions. It also includes participation by only 13 out of 40 staff. The following details key responses:

OIT Staff View – Relationship to the University	
Very Effective	15.4%
Effective	69.2%
Somewhat Ineffective	7.7%
Very Ineffective	7.7%
OIT Staff View – Quality of Service Provided to Faculty	
Excellent	7.7%
Good	15.4%
Fair	61.5%
Poor	15.4%
OIT Staff View – Quality of Service Provided to Students	
Excellent	15.4%
Good	23.1%
Fair	46.2%
Poor	15.4%
OIT Staff View – Quality of Service Provided to Staff	
Excellent	15.4%
Good	61.5%
Fair	15.4%
Poor	7.7%
OIT Staff Satisfaction – Working for OIT	
Very Satisfied	38.5%
Satisfied	53.8%
Dissatisfied	7.7%
Very Dissatisfied	0%

The recent implementation of a new Help Desk problem tracking and work order system will provide additional survey data in the future. Plans call for generating a point-of-service satisfaction survey for a sample of Help Desk tickets to provide an immediate feedback mechanism to measure client satisfaction.

On a broader scale, OIT participates in three annual surveys which measure a wide variety of progress indicators and provide benchmark data for comparison with other CSU campuses as well as comparable universities throughout the country. These include:

- *Measures of Success* report to the California legislature which documents the progress and benefits of systemwide CSU IT activities
- *Campus Computing Project*, the largest continuing study of the role of information technology in American higher education
- *EDUCAUSE Core Data Service*, an online tool for collecting and comparing performance information from over 1,000 institutions

Resource Allocation

IT staffing levels and budget are modest compared to other similar institutions.

IT Classifications June 2008	
Bakersfield	40
Humboldt	62
Monterey Bay	57
San Marcos	66
Sonoma	49
<i>Stanislaus</i>	<i>41</i>

Because some funding and support services are provided centrally through the CSU Chancellor's Office (particularly for networking hardware and administrative systems support), any comparison with a non-CSU institution would indicate an artificially lower level of funding.

The base budget to support OIT's capital equipment needs has been limited to approximately \$100,000 per year. This amount supports classroom technology, central servers, software, OIT staff computers, telephone system, etc. Most major purchases have been funded through special one-time

funds, lottery proceeds, or modest revenue earned through previous pay telephone contracts and broadcast tower and spectrum leases.

Staff expansion in the administrative support area has been possible to some degree through permanent allocation of additional funds budgeted at a university-wide level to support the CMS project.

The budget situation is expected to be eased significantly as a result of new broadcast spectrum lease agreements. Revenue of over \$1.1 million per year will be available to OIT to support a variety of initiatives. Combining the existing OIT budget with this additional revenue will produce a balanced technology budget and enable the following:

- Provide 40 needy students with free laptop computers and wireless Internet service
- Fund two staff positions devoted to assisting faculty convert courses to an online format, with a particular emphasis on meeting accessibility requirements
- Fund an ongoing desktop technology replacement program for all full-time faculty and staff (up to 250 new computers per year)
- Fund an ongoing general-purpose computer lab / classroom replacement program (172 new computers in FY'09)
- Make the first of five annual payments to repay a Chancellor's Office loan used to purchase faculty computers and other central equipment in FY'08
- Continue existing effort to expand and enhance central data storage management hardware and software systems
- Continue existing effort to enhance "smart" classroom audio-visual technology
- Invest in new special-purpose accessible technology hardware and software to support students with disabilities
- Hire additional student staff to provide support to operate the Naraghi Hall computer lab
- Complete installation of the wireless network throughout the entire campus

Supporting the University Mission

The Office of Information Technology advances the university's mission through service, strategic leadership and innovation.

A review of progress made implementing the Academic Technology Plan of 2003 indicates that the capacity and effectiveness of processes, infrastructure, and fiscal support has varied, ranging from significant progress to limited attention, dependent upon fiscal availability.

OIT is fundamentally a service organization. It exists to provide support and service to the university in pursuit of its educational mission. In order to emphasize this role, the term "services" is now the common link among the names of all OIT units. Recent organizational changes have been made to enhance our ability to meet the constantly evolving requirements of implementing and maintaining complex new technologies, and to align the focus of our limited staff resources with key institutional priorities in areas such as online education, access to enhanced technology services, security, and administrative support.

OIT's day-to-day operations provide a fundamental level of support which helps enable the university fulfill its mission. But beyond the basics of provisioning infrastructure technology for routine business processes and classroom operations, OIT plays an important role in promoting faculty use of technology to enhance teaching and support student learning. OIT also reaches out directly to students (especially those living on campus) to provide guidance about appropriate uses of computing resources and security awareness.

Special Issues – Support of Student Learning

It is difficult to imagine how a present-day student could work efficiently and effectively without technological assistance. In certain disciplines, some academic content may only be available in an electronic format. The use of the Internet as a rich source of research material is well known. It also can serve as an interactive vehicle for academic collaboration using a variety of applications. Classrooms provide electronic presentation tools which can enhance understanding of a lecture or enable use of multimedia. But, despite the many examples which may be cited of technology being used to support the learning process, OIT has no mechanism in place to directly measure the impact of its services on student learning outcomes.

In this and other areas, the review process has highlighted the need for OIT to develop and maintain a wider variety of quantitative measures of its performance.