Dynamic Campus

Southwest Texas Junior College Information Technology Assessment

September 2008

SWTJC

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SWTJC Information Technology Assessment

Assessment Overview and Findings

Executive Summary

Dynamic Campus wishes to thank Southwest Texas Junior College (SWTJC) for the opportunity to assess the current state of information technology at the College. Wise investments in information technology are challenging, especially when the pace of technological change is accelerating and technological expertise is scarce and difficult to hire, manage, retain – or even reorganize. An information technology organization, such as Dynamic Campus, can provide a positive, significant institutional return on investment when infused into the fabric of the College to increase institutional effectiveness. This may take the form of financial, strategic or operational reward, with all delivering measurable results through a partnership with the expertise of Dynamic Campus.

In theory this appears sound, but how does a college achieve great results in reality? Specifically, how can SWTJC transform itself into this envisioned model of technology efficiency through cutting edge systems, proven methodologies and procedures? How can the College extend its richness and reach, while establishing a dominant competitive position for targeting potential students?

SWTJC is a comprehensive, public, two-year College serving eleven counties in southwest Texas. College programs and services provide accessible, affordable, high-quality post-secondary education that prepares students to enter the job market, transfer to senior colleges and universities, and pursue their professional and personal goals. Through its programs and services, the College equitably provides higher education opportunities and supports the economic growth of the community.

At the request of SWTJC's Dean of Institutional Advancement and Technology, Dynamic Campus conducted an onsite assessment of SWTJC's Information Technology structure and delivery on September 16th, 2008. An offsite technical review was also conducted of SWTJC's web site in addition to data collected onsite. The purpose of this assessment was to document

and establish where SWTJC is relative to technology, infrastructure and support of their students, faculty and staff for the five-campus College. Dynamic Campus provided four senior resources with extensive backgrounds in technology in higher education to conduct interviews with faculty and staff with a focus on the state of technology and the support of technology and users at the College. The review also included a physical inspection of the infrastructure and web site. The onsite review focused on the technology end-user experience, organization, usability, and process and procedures.

The observations, analysis and recommendations throughout this document represent the collective expertise of the Dynamic Campus team that conducted the onsite assessment. Collectively, the team has over 50 years of technology support, leadership, and vision in Higher Education.

This report provides the results of the Dynamic Campus review and includes the findings and recommendations for improvements in the delivery and support of information technology.

The following areas were reviewed in detail and will be addressed in this document. Presented in the document will be the findings, analyses and overall impacts to the College as well as recommendations to incorporate best practices and industry standards in technology delivery.

- Organization and Technical Leadership
  - Organizational Structure and Management
  - Project Management
  - Strategic Technology Oversight
- Network and Infrastructure
  - Infrastructure and Domain
  - Servers, Server Room, and Wiring Closets
  - Video Conferencing
- Customer Service and End User Support
  - Help Desk
  - Ticketing Software and Workflow
- Web Site Usability, Content and Design
  - Evaluation
  - Support

- Content, Navigation, and Features/Applications

Strengths

- Recognition that technology is an important and strategic asset to the College
- The College community, including some IT staff, recognizes the need for renewed oversight and management
- SWTJC has some dedicated and hard working IT staff

Key Themes

- Current technology organizational management and project management does lend itself to a proactive and progressive technology presence
- Web site design does not meet the end user functionality and student focus needed for a college
- Web governance and ownership is not present
- Technology governance is missing
- Technology vision is missing
- Administrative information system is functional but in need of process change management and modification request methodology
- Lack of student focused support and communication
- Technology management decisions lack focus and are not driven by metrics
- IT-related documentation such as network diagrams and processes do not exist

Organization and Technical Leadership

Organizational Structure and Management

Finding

The current IT department under the Director of IT reports to the Dean of Institutional Advancement and Technology. The organizational structure below the Director of IT is disjointed and shows no single point of leadership. The department lacks a good "right hand" partner to the Dean of Institutional Advancement and Technology. The Director of IT is responsible for Datatel Colleague, Network and Infrastructure, Help Desk and User Support. He is also responsible for the Financial Aid module of Colleague.

Analysis

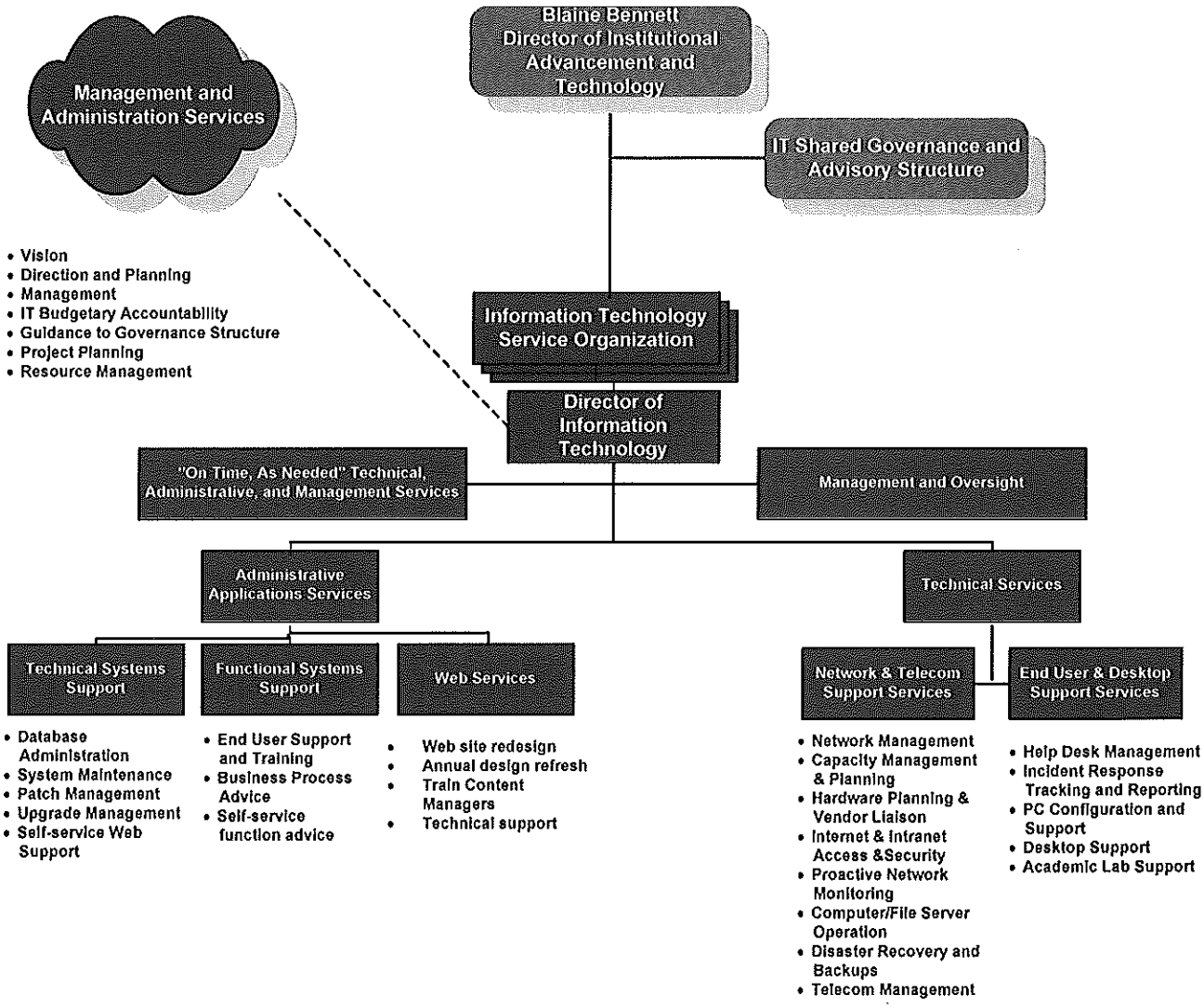
While the top-level structure is sound, the current Director is not viewed as the single point of contact for technology vision, planning, and direction and does not serve the Dean in that necessary capacity. Planning of resources and projects appears to be very inconsistent directly contributing to a very reactive model of delivery and an ineffective use of budget dollars. The IT Director's primarily function today is to manage the Datatel environment yet there is no Datatel User's Group or process in place to submit requests for enhancements or modifications to the system. SWTJC has engaged Dynamic Campus' Datatel Team to assist with technical tasks; however, the in-house IT management does not look to solve core strategic issues by leveraging the Dynamic Campus team's extensive Datatel expertise to grow and mentor the internal team. Communication is often missed or overlooked with regards to system updates, system outages, or completion of end user testing, which results in loss in productivity. Communication of modifications and successful completion of testing and implementation of modifications need to be more proactively disseminated to the College's end users. The College has been utilizing the Datatel system for over ten years and they have never been able to send emails to students from the system. Dynamic Campus was able to assist with troubleshooting and activated email on the system. Initial feedback was that the number of calls to the help desk for password resets was reduced significantly, but during the assessment process it was revealed that password resets are still an issue because communication of account and password information is not provided to new students.

Recommendation

Develop an IT structure that leverages internal and external resources in support of the entire College. Align the current IT organization for success with a focus on technical leadership, project management and organizational hierarchy that meets the requirements of a technology support organization within an institution of higher learning. Establish priorities and goals that are

measurable and attainable, re-engineer workflow and processes, and align technology with the vision of the College.

Proposed Organizational Structure



Project Management

Finding

Currently, there is no formal project management process defined in the IT department. There was no documentation or project lists available during the

assessment and it appears that technology is utilized but not effectively planned and implemented. Many of the tools that are available to SWTJC to manage and plan their technology delivery have been purchased but not implemented. Enhancement requests for the Datatel system, for instance, are usually passed to a single individual in an email rather than being submitted by a process that identifies the request, the business need and the impact to students.

Analysis
Project leadership must begin with the IT Director focusing on project-based proactive delivery rather than reactive break-fix delivery. Improved communications and staff inclusion in project management will enhance group effectiveness as well as outcomes. Project definition, prioritization, and management are critical to the success of any services organization. If these activities are not closely tracked, efficiencies and productivity are negatively impacted resulting in schedule delays, miscommunication, and increased costs.

Recommendation
Establish a process whereby projects, change requests, and enhancements to systems are tracked, prioritized, resourced, and scheduled. These activities must consider factors such as the impacts and risks to the College as well as the goals and requirements of the College. Resourcing of such activities might also include requirements for additional funding and/or external resources.

Strategic Technology Plan

Finding
SWTJC does not have a Strategic Technology Plan nor annual work plans in place with regards to the technology goals and requirements of the College.

Analysis
Technology plays an important role in the delivery of student support and services. As more and more students gravitate to the web they are embracing technology. SWTJC should look at not only their current student demographics but must look to the future SWTJC student. Many of SWTJC current students appear to be comfortable with face to face contact with regards to information and instruction; however, future students will have expectations that require self-service support as well as robust technology and instructional delivery models. In a report titled *A Report to the 80th Texas Legislature from the Texas Education Agency Long Range Plan for Technology 2006-2020* focuses on providing students with technologies and tools that will allow for a variety of learning options both inside and outside of the home. Technology will play a large role in the delivery of education both in the classroom and online as well as the ability to provide student support

through multiple modalities. The next generation of students coming to SWTJC will have been exposed to digital and video learning tools, learning management systems as well as technologies such as text messaging, self registration, online payments and bookstores. SWTJC has no defined plan that is looking strategically towards their technology goals.

Recommendation
Develop a five year strategic technology plan that includes technology goals and an annual work plan for the College. This plan should include modifications to internal workflow processes that provide students with self-service support as well as information that is available 24x7x365. The IT department should focus on developing their plan of strategies to implement technology initiatives that will provide the College with a roadmap that aligns technology delivery with the overall strategic direction of the college.

Network and Infrastructure

Infrastructure and Domain

Finding
The infrastructure of SWTJC appears to be of sound design; however, there are currently no metrics in place to determine if and where there are performance bottlenecks. The College invested in some tools to review this, but to date has not utilized those tools to report such data. Internet bandwidth appears to be an issue; however SWTJC does have a 20M pipe. There are close to 20 T-1s at 1.5M each from remote sites that share that same 20M pipe. Currently, there is no traffic shaping or management of the bandwidth in place. This provides end users with the ability to download and access anything on the Internet, which ultimately has an impact on the available bandwidth and subsequently presents an appearance that additional bandwidth is needed.

The current network environment is not documented. David Sprott, the Network Architect, provided the assessment team with a verbal layout and a physical review of the network architecture. SWTJC has a gigabit multi-mode fiber backbone with 100M switched Ethernet to the desktop. There are dual redundant Cisco PIX firewalls in place and 10 wireless access points; four of which have open access to students with no controls in place. There are five remote sites; Del Rio, Eagle Pass, Crystal City, Pearsall and a Regional Training Facility at a high school. Each remote site network includes a T-1, router, small core switch and multiple access layer switches.

SWTJC has three domains; swtjc.edu, swtjc.cc.tx.us, and swtjc.net. Students use the .edu domain for email that is hosted on Campus Cruiser. Most faculty

and staff use the email on the swtjc.cc.tx.us domain via sendmail in the HP-UX Unix environment. There have been email send/receive issues relative to their current set up with mail gateway and spam filters. There are two spam filter appliances in place at SWTJC. Faculty and staff have email accounts on both systems, but most indicate they only utilize one email account. All email correspondence to the other account is usually not accessed or responded to.

Analysis
Investments in technology equipment that can analyze the current environment have been made, but not utilized. Without proper utilization of these tools, the IT staff cannot effectively evaluate peak utilization on the local area network (LAN), wide area network (WAN), or the point-to-point networks to outlying locations. Without these metrics, it is difficult to implement standards and acceptable usage policies that will ensure sufficient bandwidth for mission critical applications.

Having multiple domains and their interaction with email platforms has resulted in mail delays that impact faculty and staff as well as students. Delays in delivery are common and result in untimely delivery of information. In some cases such as emailing students their Colleague password, there is an inability to deliver this information. This issue will have a direct impact on how SWTJC is or appears to be supporting their students.

There does not appear to be effective project management of the technology utilization at SWTJC. The current IT staff recognizes the need for effective tools but appear to lack the technical direction and management to deploy those tools. The project management model appears to follow the "squeaky wheel" model, which ultimately leaves many end users frustrated because their needs and requests are not addressed.

Recommendation
Establish a proactive project management model that designates a resource that will review and prioritize SWTJC current technology needs and investments. Deploy a twelve month project plan that details the enhancements and tools needed as well as a timeline for execution.

SWTJC should utilize the packet shaping tools that they have invested in to limit bandwidth of downloads and to implement standards of acceptable internet usage. They should also review utilization reports to determine if the 20m pipe is sufficient. If it is determined that it is not sufficient, additional bandwidth is recommended.

Network documentation needs to be created and maintained for the main campus as well as the remote campuses.

Servers, Server Room and Wiring Closets

Finding

The main server room on the Uvalde campus currently houses 15 Dell servers running Windows and 2 HP servers running Unix. The server room itself has too much ambient heat which results in the inside temperatures of the servers being much hotter than the outside temperature. Additionally, the server room appeared to be easily accessible as the door was propped open to relieve the hot temperatures inside the room. Backups of the 17 servers in Uvalde are not centralized; each server has a separate tape drive and is running dedicated backup software. Tapes are stored locally in the server room and are not rotated offsite. Applications on the Uvalde servers include FrontPage, Datatel/Colleague, DB/Forms (SQL), Web, DHCP, Blackboard/WebCT, WebAdvisor and eStudious. Most of the servers are running Windows Server 2003 with a few Windows Server 2000 remaining. Server and approximate PC counts are provided in the table below:

Location	Servers	PCs	T-1s
Uvalde	17	400	4
Del Rio	2	300	4
Eagle Pass	2	400	2
Crystal City	1	200	2
Pearsall	0	12	1
Regional Training Facility	0	5	1

Currently, labs are the only area where Active Directory is used. Students login with generic student accounts and are not provided with data storage with the exception of students enrolled in specific computer classes. There does not appear to be a student focus with regards to labs and accounts. Students must even utilize jump drives to store files.

Wiring Closets (IDF – intermediate distribution facility) are well cabled with sufficient back up power. The areas we toured were shared with facilities and exposed to water pipes and storage of equipment. Physical access to the closets is not adequately controlled since individuals from outside IT can gain access to IT equipment.

Analysis

Current server room configuration and data backup solutions in place lends itself to loss of data should there be an outage or a catastrophic event in the server room. The individual data backup solutions for each of the servers create additional workload and increase the number of single points of failure. Excessive temperatures within the hardware poses risks of failure or at the very least will impact the life expectancy of the internal components.

The lack of Active Directory services college-wide for user authentication increases workload and increases the chances of error by having to manage user accounts in multiple locations. Central management of systems will always be the most productive means of system administration.

IDFs that also serve as storage or are exposed to water or chemicals create a hazard of equipment failure. They are also exposed to human-induced failures since departments other than IT have access to network equipment in these uncontrolled closets.

Recommendation
Modifications should be made to the existing server room cooling capabilities or the servers should be relocated. The server room should remain secure and be controlled by access card, keypad or key .A single centralized backup solution should be put in place that services all of the servers and incorporates an offsite tape rotation plan. A full security assessment from a third party organization that assesses both logical and physical security should be considered to ensure data security and FERPA compliance.

Implementation of Active Directory should be considered to reduce system administrative workload, and a review of data storage of student files should be completed to determine if students require storage directories on the network as opposed to utilizing jump drives.

An assessment should be completed to determine if there are ways to dedicate network equipment locations that are not shared with other functions, services, or departments.

Video Conferencing

Finding
Video conferencing is a top priority at SWTJC with approximately 6 classes per day per site. The majority of the classes are conducted at Uvalde, Del Rio and Eagle Pass, with fewer classes at Crystal City and Pearsall. The classes run from 8 am – 10 pm with personnel serving as distance learning (DL) video conferencing monitors at each site. Currently, issues that are related to video conferencing are not logged and tracked in the help desk software making it difficult to analyze the staffing utilization against any performance metrics.

Analysis
The College has invested in sound technology to deliver DL video conferencing to students. Each site has 2 Polycom 8000s and 2 Polycom 7000s. Instructors prefer the newer models that do not have the remote control for ease of use. The staffing model for each site provides video conferencing personnel that are dedicated resources to monitor and maintain

the delivery of content and technical support. SWTJC has a total of 6 full time DL monitors, and the local High Schools that are receiving the video conferencing utilize their own staff for technical support and troubleshooting. Without the necessary workload and utilization data, it is difficult to discern whether DL is appropriately staffed or overstaffed.

Recommendation
Implement remote support to video conferencing equipment in DL rooms, reducing the onsite resource requirements. Logging and tracking of DL issues will also provide metrics to determine right-sized staffing levels as well as error trending by location and equipment.

Help Desk and End User Support

Help Desk

Finding
The SWTJC help desk is currently staffed by one full time employee and supplemented with students. Brent Myrick is the Supervisor of the help desk and Angie is the full time help desk staff member; however, Angie does not report to Brent, but reports to David Sprott. The help desk hours of operation are Monday – Friday 8:00 am – 10:00 pm. There is a single help desk number that end users call, and Angie has 2 lines that roll to technicians if she is unavailable. The primary issues are password resets with over 50% of the calls falling into that category. This issue was believed to be a problem with the Colleague system not sending password resets and that issue was thought to have been resolved; however, it was discovered during the assessment that the issue remains. Additionally, communication of students' WebAdvisor and Portal accounts and passwords is not proactive and thus requires that all new students contact the help desk for their initial login and password. The help desk supervisor has 4 direct reports, but these reports are only the DL video conferencing monitors and do not include the primary help desk employee.

Analysis
The current organizational structure does not lend itself to the utilization of effective practices in a help desk environment. Workflow routing and ticket tracking is not optimized causing frustration for the students and extra work for all areas of administration and support.

Account creation and access is not clearly communicated to new students requiring that they come on campus and request assistance from Admissions staff, other staff, or the help desk. Students are not provided a self service

way of changing their passwords for the Portal, resulting in an ineffective process that requires that they contact the help desk for changes.

Recommendation
Redefine the reporting structure to have the help desk technicians report to the help desk Supervisor. Review the metrics and error trends in order to gain visibility into ongoing and re-occurring issues. These persistent issues should then be resolved by modifications to procedures, increased communication to students, and communication within departments. Implement a self-service strategy that would provide students the ability to change their own passwords. The more students can do themselves online will reduce their need to contact staff and come to campus for routine re-occurring assistance.

Help Desk Ticketing Software and Workflow

Finding
SWTJC uses a help desk ticketing system called Ready Desk to track calls and service requests; however, the workflow processes are not streamlined and create duplicate tracking and bottlenecks in service delivery and metric reporting. The current workflow has all requests that are either called or emailed to the help desk logged manually in a notebook or on a notepad and then entered into the system. Work requests are only entered into Ready Desk software by the primary help desk technician. The help desk technician feels that the data entry of all tickets should only be done by her for quality control reasons. If the primary help desk technician is not in or not available to enter the ticket in the system, the issue is still worked by contacting the appropriate technician and verbally assigning the issue to that technician. The technician must then contact the individual and work to resolve the issue. If the ticket has not been created when the technician resolves the issue, the resolution cannot be entered into the system and must be manually recorded. Even when the help desk technician creates the ticket, it is manually assigned to the help desk Supervisor who then must manually assign the tickets to the appropriate servicing technician.

Analysis
The College made a wise and nominal investment in the Ready Desk help desk software application. The tool appears to have the adequate features and functionality needed to successfully record and work all service requests. The software has been set up appropriately and is being utilized by both the help desk and the technicians working service requests, but workflow, on the other hand, is not optimized.

The requirement that has only the one help desk technician able to enter trouble tickets into the Ready Desk software and other tracking issues on notepads prevents timely and accurate documentation of the issue and creates a tremendous amount of duplication of data entry and manual processes. Additionally, there is risk that the applicable information might not get entered into the system. The help desk software will prove more valuable

if its capabilities are used to the fullest in terms of issue entry, tracking, escalation, and reporting.

Recommendation
The help desk workflow should be analyzed and a gap analysis between the ticketing system's functionality and the use of the software should be done. The ticketing system provides the ability to auto assign tickets to individuals based on status, creation, and categories. All ticket requests should be entered directly into the software rather than recording on paper and re-keying the data. Timely technician access to tickets and automation of the ticketing workflow will improve overall productivity and provide accurate metrics. All technicians and help desk personnel should be trained on appropriate ticket entry.

The ticketing solution also provides end users with the ability to access a web-based self service interface, providing users who choose to submit routine requests into the system to do so rather than having to call the help desk for ticket submission. This will also extend the after-hours ability to request service.

Web Site Design, Content and Usability

Web Site Evaluation

Finding
A review of the existing SWTJC website for content and usability was conducted. The review is a subjective and attempts to find relevant content from the perspective of a prospective student, current student, staff member, and community member. The content and structure of the SWTJC's web site is very dated and lacks a design that provides their students the ability to navigate the site successfully and obtain information.

Analysis
This web assessment was conducted using tools to determine web site placement, usability and navigation as well as a review of the web logs. The assessment points out that users are not visiting the site to get information; but are using the web site to jump off to an alternate site. Additionally, the number of broken links and organizational structure of the web site is not easy to navigate or locate information. Ultimately, the greatest drawback is the lack of searchable key words and the lack of a search engine. Web site visitors are left hunting for information due to the lack of structure and search capabilities.

A college's web site is the front door to providing students, community and parents with an overview of what the college has to offer. A college's web site is the primary source for prospective and current students looking for information regarding programs, classes, orientation, payments, etc. SWTJC's web site does not provide students with the necessary information needed when applying for admission and once accepted. Additionally, much of the navigation quickly becomes frustrating as there are a significant number of clicks that lead to pages that do not have the necessary information or direct the end user back to another location. Several pages do not provide the end user with a way to return to the Home Page, requiring repetitious clicks of the Back button. This oftentimes leads students to obtain information by either coming to campus or calling. College personnel spend much of their productive hours either answering redundant student questions or calling students to provide information, requiring increased follow up. New students are often unable to obtain important information in a timely manner, which ultimately creates additional risk in student success.

Recommendation
Restructure and renovate the SWTJC web site with a concentration on web site usability and navigation that will provide consistent and accurate information. A college's web site is available 24x7x365 and can and should consistently deliver current and accurate information. Additionally, SWTJC should look to adapting a bilingual web presence that would better server their community.

Web Site Support

Finding
SWTJC does not currently have a Webmaster that is responsible for the web site. The current web site represents multiple departments and locations of SWTJC; however, those entities do not appear to have ownership of the content that represents their individual area. There also does not appear to be a desire to obtain ownership and leverage the web site as an information and communication resource to SWTJC students.

Analysis
The existing web site lacks the design leadership that is accompanied by a professional Webmaster, leaving individual departments and multiple staff members to perform the technical duties entailed in creating and maintaining the web site. SWTJC is utilizing the Novus Content Management System (CMS); however, there are many pages that do not follow the existing template. Several staff members commented that they do not utilize the Novus CMS and prefer using FrontPage instead. This leads to a very disjointed look and feel to the site. Many of the newer Web navigation conventions are not currently being utilized making the web site appear very dated.

Recommendation
SWTJC must assess and assign web site leadership to a resource with the appropriate skill set to deliver web vision and re-design that will benefit the College community. This is not a full time resource, but needs have a dedication to the College's web presence.

Web Content, Site Navigation, and Feature/Applications

Web Content Finding
The SWTJC web site content can be found by going through several clicks before arriving at relevant material. Upfront, the information is presented in tables of links with little to no description.

Analysis
Without a description of the links, interpretation is left up to the user. The available content demonstrates a conscious effort on SWTJC's behalf to develop a comprehensive web solution; however, the presentation of content could be enhanced by using consistent global/local navigation features and a global style to provide a more uniform implementation of the site's major design aspects. Describing the links purpose with images and text-based descriptions will add to the usage and understanding by the viewer.

Site Navigation Finding
The goal for an effective web site is to be able to obtain any information within three clicks. While both global and local navigation elements appear at various places on the site, their use is not consistent.

Analysis
Global navigation elements (text-based menu and graphical/icon-based toolbar) would provide access to commonly accessed content areas via a single-click from anywhere on the SWTJC web site. The use of a "quick-links" drop down box will drive to frequently requested or used content enhancing the user's ability to get to the content in one link. The "cookie crumbs" navigational element allows site visitors to view the structural path to the information they're viewing and to return to a page in the path by clicking on the desired level in the displayed path. Properly designed local navigation elements would provide access to key items within a content area.

Features/Applications Finding
The current SWTJC web site offers very few good content applications to visitors. The current site does not have an online admissions application but does have the ability to download applications.

Analysis
There are several core features/applications that must be added to improve the web site's usefulness to visitors from various constituent groups (prospective students, current students, alumni, faculty, staff, parents, and other community members). For example, bolstering the site's features by using additional graphics, providing a user friendly navigation scheme, putting in the usage of a site search engine, and a quick links feature is essential to the site's appeal and usability. The incorporation of web-based applications that provide a site search capability, facilitate management of news and events posting, and automate administrative tasks for webmasters/content creators would improve accessibility to content and its currency.

The ability to submit applications online would streamline the admissions process and provide students with ability to submit applications without coming on campus.

Recommendation
A web site redesign of the SWTJC web site is recommended, focusing on the following areas: (1) implementing a site search capability; (2) centralizing general SWTJC web content; (3) adding standardized global/local navigation elements to the page designs; and (4) standardizing the appearance of second-level and below pages.

Summary

SWTJC has made investments in technology in many areas such as video conferencing and Datatel's Colleague that are sound investments and have met the needs of the College and community. The College is currently in a status quo state of technology that provides them the ability to maintain and support the current student population; however, they find themselves at a crossroads where they must choose between simply maintaining or moving to the next level in meeting future student's expectations and needs. Technology has progressed to a point that every college must look towards global delivery of instruction. While this may not be the case for the majority of current SWTJC students, the next generation of students is prepared for and expects a higher degree of technological services available to them. These students will not want traditional lecture-based learning. They are capable of multi-tasked learning living in a digital world where they frequently are online chatting, text messaging, and engaged in their social networking while studying. Their lifeline is to the Internet and they will expect online services that support that delivery model. The areas that SWTJC must focus on are Organizational and Technology Management, Project Management and Planning, and Web Presence.

Organizational and Technology Management
The IT department reports to the Dean of Institutional Advancement and Technology but is lacking a good "right hand" resource to lead the technology

initiatives of the College. There does not appear to be a proactive vision of where technology should be focused on meeting the current College community needs as well as looking towards the future at SWTJC. Management is very reactive and guidance of day to day activities lacks direction and focus. The IT Director is focused on supporting the Datatel system and leaves much of the leadership of the Network and End User Support to the Network Architect. Datatel leadership is lacking a proactive and forward thinking approach with no Datatel Users Group or change process in place, leaving most end users with the impression that the system is not capable of some very basic functionality. This lack of leadership does not position the College to leverage the investment they have made in their Student Information System and does not provide the College community with the technology resources and services that should be available to them.

Project Management and Planning

Project management and planning is a key area in any IT environment and plays a critical role in successfully implementing technology and resources. SWTJC has invested in many technology tools; however, they have not invested in the management and oversight of the usage of these tools. There does not appear to be processes in place that effectively manage or identify current projects and much of the environment is undocumented and under communicated. End users do not have a process to follow to request modifications or changes needed to the Administrative Systems or other technologies. In most all areas that relate to technology the College appears to be on cruise control without viewing the road ahead.

Web Presence

The SWTJC web presence currently does not lend itself to a student focused and information resource that is needed for a college. Providing students with accurate, time sensitive and general information regarding the admissions process, registration, financial aid and other support services via the web enables students to access this information when it is convenient for them. Without this ability, students are forced to come on campus during SWTJC's business hours to obtain information, ultimately requiring staff members to provide repetitive information either face to face or over the phone. This will limit their availability and reduce productivity that could be focused on other student interactions. In addition to attracting students, a college's web site is the primary source of information for prospective and current students to get consistent and accurate information. In lieu of being able to locate the information easily or having the information available, an alternate source such as phone or email will be used leading to the possibility of inconsistent information. The web site can consistently deliver current and accurate information, has a global reach, and can be adapted to be bilingual.

Summary of Recommendations

Dynamic Campus' assessment team recommends that SWTJC engage in resources that have expertise in higher education to enhance the support of their current IT environment. The College should focus on securing resources that will provide leadership, management, and planning that includes a visionary approach to the technology needs of SWTJC. Technology goals should focus on the following areas;

- **Develop an IT organization that leverages internal and external resources in support of the entire College**
  - Leverage highly skilled higher education IT professionals
  - Leadership for and support of strategic initiatives and an understanding of both academic and administrative business needs
  - Work collaboratively with the academic and administrative units to accomplish goals and plan for the future
- **Implement a Technology and Project Management process**
  - Re-engineer systems and procedures
  - Develop a technology strategic vision
  - Include a business/academic rationale for each initiative, including resources and budget for key initiatives
  - Create a College-wide technology governance system
- **Web site redesign**
  - Engage/Establish a technical web resource
  - Focus on using the web site to enhance the experience of the student, faculty, staff, and community
  - Create or adopt a process to keep web site information relevant, current, and easily locatable
  - Put template driven web site content management tools in place focusing on the ease of use for stakeholders to administer and maintain content without breaking security rules
  - Provide reports to the stake holders on aging content that may need to be reviewed on a scheduled basis

Dean of Institutional Advancement & Technology (2006 - 2007)

- **Accreditation** reaffirmed until 2015. Substantive Change for all distance learning (interactive video + internet/on-line + hybrid) approved. Substantive Change for ADN & Radiology programs submitted. Approval is anticipated in spring 2008.

- **Workforce Training & Development** generated $95,000 in excess revenue over expenses. This figure does not include what workforce contributed in state reimbursement for contact hour production (100,000+ contact hours).

- **Alumni Association** – 100+ members, raised $20k via President's Gala, dues & contributions

- **Institutional Advancement** – Submitted grant applications and received awards for: Upward Bound $1,248,893 (4 years); Educational Opportunity Center (EOC) $1,167,432 (4 years); Southwest Texas Rural Science Technology Engineering & Math (STEM) $500,000 (4 years); USDA Geospatial Technology $127,700 (2 years); SWTJC Year-Round College Preparatory Academy $172,898 (1 year); GeoForce Academy – SWTJC + Jackson School of Geology University of Texas at Austin $30,000 (1 year)

- **Adult Basic Education** – Best overall performance in the state in: ABE, ESL, ASE, Retention & Beginning ESL; Director was recognized for outstanding leadership in adult education; 100% attainment of outlined goals (superior performance for past 5 years)

- **Information Technology Services** – Continued to deploy the SWTJC Portal; Upgraded administrative computing systems to Release 18 of Colleague; Upgraded video conferencing network infrastructure; hired and trained four full-time distance learning monitors

- **Instructional Media & Media Center** – provided on-going training for faculty in a variety of distance learning modalities; maintains our on-line course delivery system (WebCT); provided staff, faculty and student assistance in multimedia delivery and equipment

- **Public Information** – Provided oversight of Alumni Association; Coordinated and organized Palomino Fest; Produced daily News and Events webpage and news releases; produced weekly streaming video of college announcements, activities and events

- **Print Center** replaced 15 year old printing press with new press increasing productivity and efficiency in printing services. Printing request can now be generated and sent on-line.