Helena College Non-Academic Program Review

Year:	2022-23	Review:	Information Technology Services 2022-23	Author	Ewing, Mel	Status:	Published

Section 1: Mission, Goals, Objectives

Narrative:
The IT Department is responsible for the all aspects of technology across campus, insuring it is functioning as designed, up to date, and secure. This includes core infrastructure, individual devices, teaching aids, and web services.

Mission:
The Helena College IT department provides support, guidance, and vision for the utilization of modern technologies needed for the successful instruction of our diverse student population.

Alignment: technology continues to become a more significant part of the learning environment and supporting and implementing this technology aligns with HC's larger Mission Statement.

Recommendations:
This is our first one.

Strategic Goals:
Looking back 3 years shows great progress in having completed all of the defined goals. A big focus was on the modernization of the campus by moving from WebEx to Microsoft Teams and taking advantage of all of the collaboration tools that comes as a part of Teams. Additionally, the move to VOIP phones has allowed our campus infrastructure to stay up to date and modern. The other main infrastructure goal that was accomplished was the adoption and incorporation of the smart classroom concept across campus. With the build out of 18+ classrooms using the Smart concept, we have allowed our classes to be taught to a wide range of students both far and wide, aligning nicely with the Mission of HC to help educate our diverse population in Helena and Montana. That was one of the other major goals that was also met, the alignment of IT goals and vision with the vision of HC.

The one other mention that should happen is the goal aligned with a new webpage redesign. While the actual goal of putting together the details for RFP was accomplished, the vision of how we want to approach this is shifting as we continue to build our collaboration with both UM and UM Western with potential resource sharing with a web developer. This will develop as we move forward.

Strengths:
Strength #1 - Diverse support staff. We have three support staff, two at DON and one at APC and they are all well rounded in background knowledge that allows us to be flexible. This flexibility allows us to adjust schedules, share responsibilities, and work together to address all needs, whether its a missing support individual, or a complex networking issue. An IT team is only as good as its members and the positive attitudes, well rounded technical knowledge, positive team morale and hard work ethic of the entire team allows our small size to accomplish far more than it should.

Strength #2 - UM Hosted Servers. One core initiative over the past several years has been the migration of servers from off of our local campus over to UM in Missoula. Not only does this diversify our core stack in regards to disaster, it also allows us to tie into the larger technical expertise and larger infrastructure arrangements at UM.

Successes:
I have only been with the team for about 4 months, but based on what we have seen, I would highlight these:

1) Server Migration to UM (outlined as a strength in E)
2) Fully staffed team - Includes a support individual for APC campus and a qualified Banner engineer based in Missoula. Combined with the two Enterprise Admins at DON have allowed the team to focus on serving the campus and not scramble to fill holes.
3) eSports - While not particular a part of the Mission, the building of the eSports facility has brought in excitement and energy to the HC campus and helps build a community bridge between HC and the younger high school community members.

Challenges:
Keeping Banner up and running will always be a challenge, but it is one that was handled nicely by Rick, and now is being championed by Brad. This highlights what will always be a continuing struggle and challenge, keeping qualified individuals when pressured by the private sector. Another challenge has been staying on top of cyber security in an ongoing threatening environment. With such a small staff, but yet over 500 endpoints on campus, this is a challenge, though we have been helped by UM.

Section 2: Procedure for Operation

Procedures:

This is an area that needs work. There are no real written operational procedures. While we have normal processes for provisioning accounts, setting up machines, and handling day to day, these are not well documented procedures. This will be one area of focus moving forward.

There is some documentation on the web page for common tasks such as printing and accessing your accounts, but more work needs to be done to add more training type videos and documentation and then to organize it in a central repository.

Section 3: Staff Profile

Staff:

Name	Title	FTE	Years	Highest Education
Mel Ewing	Chief Information Officer	1.00	0	Bachelors
Ed Benasky	Enterprise Systems Administrator	1.00	1.50	Associate
Cole Wagner	Computer Support Specialist II	1.00	4.00	Associate
Jeremy Benge	Computer Support Specialist II	1.00	1.00	Some Coll
Brad Collins	System Analyst III	1.00	0.60	Some Coll

Changes in Staffing Needs:

Currently our team is well staffed. The one major issue we MUST address is to somehow make Jeremy Benge a permanent employee. Everyone is in agreement that his worth to the APC campus is without question and with the ongoing addition of more technology at that campus, his demand will only grow. The upcoming addition of 4 new Smart classrooms illustrates that point. We need to find a way to make his position permanent before we lose him.

The campus also lost Rick, the former Banner Admin, which can be a very difficult position to fill. We were able to hire Brad Collins, working with UM, to fill this role while working from his office in UM. This flexibility of employment will continue to be an important aspect of keeping positions filled in IT moving forward. This same type of creative flexibility of employment was also adopted for the replacement of the Director of IT when Mike Hausler left to move back east and the hiring of a shared CIO position with UM Western.

Staff Professional Development:

Mel Ewing
Gracious Space

Ed Benasky

Cole Wagner

Jeremy Benge
AIMA (Indian Education for All in Montana for One MUS)
Sexual Harassment: Staff-to-Staff
FERPA: Confidentiality of Records
Clery Act Overview
Americans with Disabilities Act Overview

Upcoming Professional Development
Creating a Culture of Inclusion

Brad Collins

Section 4: Organization context and Impact

Collaborations & Dependencies:

Due to the nature of IT, there are a large number of collaborations that must be in place for us to properly function. The primary collaboration is with Facilities in terms of dealing with infrastructure needs, such as with the setup of smart classrooms, running wires, mounting devices, etc. The IT HQ is located in the same area as the head of Facilities and this collaboration works well.

An additional collaboration is with eLearning as this too is required for the operation and effective use of the Smart Classrooms. Additionally the CIO meets monthly with the Director of eLearning to collaborate with the needs of instructors and users of our eLearning technologies.

Another collaboration worth mentioning is the one with the Banner team at UM Missoula where our Banner developer works closely to help resolve issues and changes. We are a part of the bi-weekly Banner users group discussion with the UM team and they also host our Banner. This collaboration is currently good, and getting even better.

The larger UM Affiliation collaboration includes the shared resource(s) between UM Western and HC to include the CIO and plans for others. This collaboration runs deeper as the CIO is a member of the UM IT Leadership team and meets weekly with that team to discuss and collaborate and many IT needs across the entire UM Affiliation.

New Collaboration:

There focus here is on the development of the collaborations that already exist, especially with the UM Affiliation and UM Western. By continuing to build these relationships it will allow us to further the IT goals as well as our campus goals. These will become more important as the affiliation moves toward hosting Banner on the cloud, which we will require a deep look at within UM.

Section 5: Stakeholders, Data, and Assessment

Primary customers/stakeholders:

Our customers/stakeholders is very large. All of the Students, Faculty and Staff are our customers. Externally, it would include our potential students and possibly even potential faculty and staff.

Service to stakeholders/customers:

The easiest way we have to asses this is through our routine IT support surveys that are available to all that create an IT support ticket. Those surveys allow us to constantly monitor how well we are doing with providing service to all of our constituency. Additionally, by routine talking with other directors across campus, I am able to get a read on the effectiveness of our team.

Decision Making Support:

The above mentioned (Section B) surveys provide us with some data that helps us better understand the needs of the campus. But primarily, the real support for helping make decisions is the routine meetings and discussions that are held with many staff members across campus. The building of good relationships by all members of IT allow us to get honest feedback as well as suggestions from many campus members who help drive decisions. Cabinet is also a great resource for helping with these decisions.

A recent example includes the frantic rush for us to implement recent Banner changes to financial aid. The feedback from the FinAid department helped us discover the need to reprioritize our Banner update schedule to more quickly address financial aid. Typically this would be something that would take a slower process but this discussion and feedback pointed out a definite problem with the release scheduled and the IT department made the needed adjustments to correct that moving forward.

Section 6: Budget and Efficiencies

Changes in revenue and expenses:

The main change that really needs to be addressed and looked at is the parking lot that the IT index code has become. Working with Business Services, it has come to my attention that many items that are purchased by various departments will use the IT index if the said item is remotely related to IT. This needs to change or we will continue to have large overspend on the IT index codes.

There has been legitimate spending increases for Smart Classrooms, additional headcount at APC (Temporary Hire), as well as increased licensing fees for the affiliation shared resources. These will need to be taken into account moving forward.

Improved Efficiency:

IT has continued to examine technology that is being used across campus and have made changes to remove redundant software that can be handled with already existing software. A recent example includes dropping the $3000+ renewal for ZixMail and instead using the existing encryption capability in our Microsoft Office365 mail services. Continuing to evaluate technology and making purchasing decisions based on these evaluations has helped us become more efficient.

Resource Needs:

Two main issues to address here:
1) We MUST find the funds to permanently hire our APC support person. The demands continue to grow over there and having a resource permanently located on APC is a need that shouldn't be overlooked. The individual in that position is an excellent resource that brings additional skill sets that we do not want to loe.

2) Modernization of staff and faculty computers. There are a number of staff computers that are getting long in the tooth. It is not clear whether the cost of those computers comes from a centralized budget or from department budgets, but this will need to be looked at as older computers may not be able to run the latest versions of operating systems which leaves them vulnerable to cyber attacks.

Section 7: Recommendations and Preliminary Implementation Plan

Rec #	Title	Recommendations
1	UMW Collaboration	**Recommendation:** It is recommended that we continue to develop the collaboration between Helena College and University of Montana Western with further integration of IT services and resources **Rationale:** With a small IT staff that is asked to support more and more technology, it makes logical sense to collaborate and combine resources with other institutions in order to leverage resources in personnel and costs of licenses. This is already being done with the CIO and that model can be spread across other aspects of IT. **Success Target:** Success will be measured by having additional shared resources and collaborating IT departments operating as a single unit. Shared resources likely will consist of a shared LMS Administrator and potentially web developer. Additionally a single software development team working on projects from both campuses would be the "Exceeds Expectations" Result. **Success Strategy:** First add a shared resource for an LMS Administrator to help both campuses successfully deliver the MUS single LMS. Then begin to introduce the two IT teams to each other to enhance joint efforts. As that gels into a single team, sharing resources, we can them move toward developing our software development group. The salary for this position will be split between UMW and HC (eLearning) to help reduce the cost of this position between both campuses. **Success Resource:** Primarily time and support from cabinet level on both campuses. **Resp. Party:** Information Technology Services **Cabinet Feedback:** Cabinet agrees and fully supports continued efforts to share resources in IT with UMW. The shared CFO position is working well and we believe HC has benefited from the connection to UM IT Leadership fostered through this collaborative work.

2	Move Banner to the Cloud	**Recommendation:** It is recommended that we move our on premise Banner installation to the Ellucian hosted cloud. **Rationale:** By moving our Banner instance to the cloud it will allow us to gain performance and stability with our Banner instance. This will also allow us to gain the access of an Ellucian Cloud assurance Database Administrator (DBA) to help perform upgrade tasks and to help with keeping Banner up to date. This would allow us to better utilize our resources to make enhancements and support our userbase better with our existing team. **Success Target:** Banner hosted on the cloud **Success Strategy:** The major hurdle here is going to be the cost. We will have to engage with the UM Affiliation to help determine a path forward to afford hosting our Banner on the cloud. Discussions are just beginning with the UM IT Leadership on how this will have to work. There is not a clear path as of yet, but the planning has begun. **Success Resource:** We will need the support of UM and a nice sum of money, both for the initial move as well as yearly maintenance. **Resp. Party:** Information Technology Services **Cabinet Feedback:** This is a major concern for HC. As UM transitions to the Ellucian cloud, there will be less support from UM of our existing Banner service; however, the cost of transitioning to the cloud is out of reach for our current budget. We recommend CFO continue to provide updates to cabinet about process, and continue to impress upon UM IT Leadership the importance of considering impacts on HC as they transition. Dean/CEO will continue to discuss financial implications of this transition with UM President and Commissioner of Higher Ed to identify funding to make this move possible.
3	Permanent APC Support Position	**Recommendation:** Make the APC IT Support position a funded and permanent position **Rationale:** The technology demands at the APC continue to grow, especially with the addition of more smart rooms and the need for a permanent IT support person on that campus has become very important. With a resource already hired and in place it is important to make this position permanent. **Success Target:** Position becomes permanently part of the budget **Success Strategy:** Work with accounting and business services to find ways to fund this position. **Success Resource:** budget **Resp. Party:** Information Technology Services **Cabinet Feedback:** Cabinet agrees that having an IT representative located at the APC is very important for service to that campus. We believe this should be explored as a shared position with UMW or reviewing duties that can be done remotely to support all of HC to avoid having an employee with no work to complete during academic breaks.

| 4 | Security Camera Enhancement | **Recommendation:**
Add security cameras to cover the parking lots (including North) as well as enhance software for managing cameras

Rationale:
There are portions of the parking lots that are not covered by our existing camera coverage and poses some safety risk, but to get coverage of those areas, it will require power and some other infrastructure updates. Additionally, the cameras store the footage as raw video without any analytics associated to it, making it difficult to track down incidents when they happen. Adding enhanced software to more easily track the happenings on campus will improve safety.

Success Target:
Parking lot camera coverage and new camera monitoring software

Success Strategy:
We have already begun working with camera companies, just need to find ways to pay for it via grants or budget.

Success Resource:
budget

Resp. Party:
Information Technology Services

Cabinet Feedback:
Cabinet agrees this should be a priority. We should continue to expand the cameras each year through budgeting process and looking for grants and other avenues for funding. |
| 5 | | **Recommendation:**

Rationale:

Success Target:

Success Strategy:

Success Resource:

Resp. Party:
Budget Management Team

Cabinet Feedback: |

Cabinet

Cabinet Overall Feedback:

This is a well-written and thorough program review. The cabinet is very appreciative of the work of this department to be strategic and look at long-term goals. We also commend the CIO for his work to collaborate with UM to ensure we are part of the decision making process for the affiliation. This is extremely important in regard to our Banner system. We also commend the work he is doing to share services with UMW to expand the service to both campuses in a fiscally responsible way.

We encourage Mel and his team to work with Student Life to determine the future of the esports program and space.

File Attachments

Attachment #	Attachment Title	Attachment URL
40	AWP 3-Year Summary IT Services.xlsx	http://hc-curriculum.helenacollege.edu/ViewAttachment.aspx?id=40

Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator	Results	Future Actions
Hausler, Mike	2019-20	1	SG1.1	Completed	Implement WebEx and WebEx Teams for all Faculty, Staff, and Students	Will be able to monitor usage. Can send out surveys	During the Spring of 2020, Helena College uses both WebEx and Microsoft Teams. Teams is rapidly becoming the platform of choice - students, staff and faculty have access to Teams via their Microsoft licensing	Continue to develop Teams and work towards sun-setting WebEx
Hausler, Mike	2019-20	2	SG1.1	Completed	Upgrade VoIP phone and collaboration systems.	will use surveys and system analytics.	Beginning in May of 2020 and through the summer, the Helena College IT Department upgrade the VoIP system from version 8.6 to version 12.5. We will then move to version 14 once that is released and after it is circulation approximately 6 months. With this project we also replaced all classroom phones for the eventual move to version 14.	We will continue to develop our current VoIP technologies and plan accordingly to ensure the College remains on a supported brand.
Hausler, Mike	2020-21	1	SG5.2	Completed	Business and Information Technology Alignment - integrating information technology to the strategy, mission, and goals of Helena College. The Helena College Information Technology department must have the knowledge, experience, and strategic foresight to support and provide measurable solutions towards both current and future operating environments.	Using measurables such as IT Help Desk metric and workload indicators, we need to get better at understanding and tracking IT and Helena College business alignments. This includes implementing IT agility best practices in order to meet the ever changing educational marketplace, while enhancing overall IT knowledge, expertise and initiatives for business and educational innovation.	Overall it has emerged that we dont have the needed knowledge and staff to do some of the things required to run the college. I needed to evaluate the help desk level I position as a cross over into more level II and in some instances level III duties. When we lost our previous level II/III, I filled it with someone who has years and years of experience and know how. It's been a great fit. The level I position however struggles past his level I duties. One of the areas I needed him to take ownership as a primary means of evaluating abilities, was Moodle. Overall the ownership isnt there and we are still making mistakes that we shouldn't be making anymore. It's a repetitive daily set of tasks that still aren't being grasped the way I think they should. Others on the team have the same concerns. This causes us to shift our focus to address/fix things we shouldn't have to. I believe it is time to work with Amy and e-Learning at finding monies for a specific Moodle technical admin.	We need to have discussions about expanding our staff appropriately. My other current staff are completely full. Enterprise Sys Admin: infrastructure, domain, and all level II/III day to day activities and projects Systems Analyst III/Banner: Banner admin (full time position and then some) Computer Support Specialist II: Level I student, faculty, staff support. Wiring, PC builds IT Director: Director and FT web developer.

Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator	Results	Future Actions
Hausler, Mike	2020-21	2	SG1.3	Completed	Expand our current Teams online collaboration platform, including our M365 services and security to students, faculty and staff.	Helena College students and faculty have been using a free academic version of O365 (now M365) which with the Covid19 pandemic, we have rapidly outgrown. In this strategic year, IT will be moving away from A1 free to M365 A3 academic, which will grant students, faculty and staff access to all the current A1 services, plus Microsoft Publisher and Access, enhanced cloud and on premise security tools, Windows 10 operating system licenses, expanded SharePoint and Teams storage, and Teams video auto uploads. SharePoint, which is a web-based collaborative platform that integrates with Microsoft Office, primarily used as a document management and storage system, will enable internal Intranet collaboration for faculty and students, as well as it will enhance expanded Teams use, recording and storage for both synchronous and asynchronous learning. Moving to A3 licensing will also bring Helena College up to all other MUS affiliate schools in their M365 offerings.	We have expanded and extended in the O365 areas in my action item by moving to A3 licensing. This includes workstation level security, increased Spam and Malware security support through the O365 platform. All staff, faculty and students can take advantage of A3.	We need to monitor this license structure for the next "regular" school year. I dont believe we will ever go down in level and there really isnt a need to go up. FY22 will be for monitoring and we will go from there.
Hausler, Mike	2020-21	3	SG1.3	Completed	Upgrade and expand Helena College wireless network access to ensure students, faculty and staff are able to deliver full content instruction, service and support.	With increased hybrid and online instruction requirements, Helena College must be able to provide its instructional programs robust and reliable wireless access to all. This will increase wireless coverage that can be measured throughout both campus buildings and their parking lots. Students will have access both internally to the buildings, their classrooms and common areas, and will have the ability to access reliable Internet when the campus buildings are closed, from the parking areas directly adjacent to each building.	We are in the middle of the big upgrade will full implementation for the upcoming Fall. It's been a long haul considering we lost staff, and had to hire at the technical level required to pull this project off. That and Covid19 of course.	Assess the new environment and adjust as necessary
Hausler, Mike	2021-22	1	SG5.1	Completed	Develop Smart classrooms on campus in order to enhance the academic experience for both students and faculty.	Team work between Academics, Facilities Services, and Information Technology to install the appropriate technology in the classroom. The expected outcome is greater satisfaction with the learning environment for students and faculty.	We are currently in phase two of our smart room expansion adding another eight rooms between the two campus buildings. Leading up to the rollout we are now able to bring in a lot of experiences in both systems and process that will make this summers additions go much smoother.	We'll continue to grow and adjust as needed. I am unsure of any future growth in this area being that we will have 17 total smart rooms for FY23

Plan Developer	Year	Goal #	SGO	Goal Status	Action Item	Indicator	Results	Future Actions
Hausler, Mike	2021-22	2	SG5.1	Completed	Work with the Marketing Department to develop the technical specifications for a Request for Proposal for a new Web Site.	The expected outcome is greater satisfaction with the Web Site at Helena College making it an effective recruiting tool for students. This will enhance revenues to the College to be invested in the Strategic Plan of the College. Another expected outcome is student, faculty, and staff increased satisfaction over the ease and usefulness of the website	Things didn't go as we had hoped here - ultimately we lost our marketing director who was leading the charge on this needed area however the IT department has become very proficient in managing the web environment, with three (myself included) technicians able to keep up with the demands of the business units. I consider that a complete "win" because when we do move to a new look and feel website, this team will be able to rise to the challenge ensuring a healthy sight with defined standards moving forward	We will wait and see what the new marketing director brings. I know our Dean is supportive of moving forward in this area and has found funds for us to get a new website project off the ground. I think with the duel role setup developing with UM Western, we might be able to hire a shared web programmer position that could negate the need for a third party contractor (saving us tons and tons of money)
Hausler, Mike	2021-22	3	SG5.1	Completed	Have a presence at the Airport Campus. There has been a lot of technology added to the Airport Campus and there needs to be a regular IT presence.	Work this year to determine what duties can be offloaded onto the On-line Instruction and Support Area. Then determine how to adjust workloads to accommodate the IT presence daily at the Airport Campus.	We have a temporary employee out at the AP now through June 2023. The support provided out there has been superb and the faculty and staff there have embraced the services provided greatly. It is my hope with the vacancy savings of the shared IT Director model, those monies could be used to make that position permanent.	We are in wait and see mode currently. The results section above for this goal speaks to future action.
Hausler, Mike	2021-22	4	SG5.1	Completed	Develop an e-sports presence at Helena College.	This will build a culture of students staying around Helena College more and building a culture of loyalty to the College and bringing students closer to develop strong Alumni.	Esports is in and ready for use. Getting organized has been a bit slow but you have to remember we just completed the room only 6 months ago. We are starting to see signs of life in student leadership taking on this exciting program for Helena College.	Continued growth with not only UM esports, but also local and statewide high schools have also shown interest. Helena College's own Access to Success and our duel enrollment programs is another untapped resource that I believe will be huge in getting this program off the ground.

Count of SGO	Column Labels	
Row Labels	Completed	Grand Total
SG1.1	2	2
SG1.3	2	2
SG5.1	4	4
SG5.2	1	1
Grand Total	9	9

Count of SGO

IT Services

Annual Work Plan Completion Status and SGO Alignment
AY 2019-20 to AY 2021-22

Goal Status

■ Completed

SGO