Glendale Community College
Program Review

Information & Technology Services

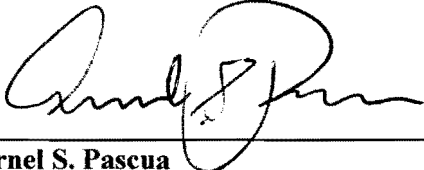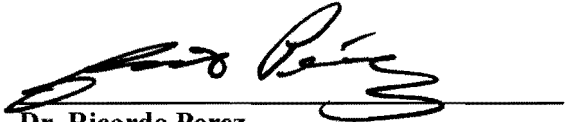## *Study Manager: Arnel Pascua*

Spring 2009

Signature Page

Information & Technology Services

We certify that this program review document represents the plans, goals, and critical analysis of this program.

Arnel S. Pascua
Associate Vice President, ITS

11/2/2009
Date

Dr. Ricardo Perez
Vice President, Student Services

11/2/09
Date

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Overview of the Program

1. Please give an overview of your program.

The Information & Technology Services department (ITS) is comprised of specialized units working together under the Associate Vice-President of Information Technology to support the technological needs of the college including: academic computing laboratories, classroom technology, campus network, administrative systems, college web sites, desktop technology, and institutional research. Information and Technology Services will keep pace with an evolving, interactive, student-centered and collaborative electronic learning environment, providing seamless access to data, information, and knowledge, in an effort to meet the academic, student services, and administrative needs and goals of the college community. The framework for this vision will be administered within a global, networked environment, providing bandwidth, and quality services for the campus of the future.

The specialized units are as follows:

1. Administrative Information Systems (AIS) - AIS provides solutions that include the development, maintenance and production of, and access to, online information systems, web applications and college web sites, management of a central repository of administrative and service databases, and administration, integration and security of data. The unit is led by a director who has 2 direct reports – senior programmer analyst and web coordinator. There are 5 programmer analysts who report to the senior programmer analyst.

2. User Support Services (USS) – USS provides services to end users related to the:
    a. purchase, installation, use, maintenance and repair of computer equipment, peripherals, and classroom technology (including AV equipment)
    b. purchase, installation, licensing, and use of office productivity software
    c. management and operation of the open access labs in San Gabriel and San Rafael
    d. management of the academic programs' DVD, CD and other media collections
    e. support of multimedia development
    f. provision of a help desk to support the college's end users
The unit is led by a director who supervises 7 classified staff members who provide the technical support at the main campus – 1 dedicated help desk person, 1 computer system administrator, 2 senior IT support specialists, 4 IT support specialists, and 1 graphics artist. Two computer lab supervisors also directly report to the director. There are 5 computer lab technicians who provide coverage in the San Gabriel and San Rafael open labs and are supervised by one computer lab supervisor. A second computer lab supervisor supports the MAC computer labs and some PC computer labs such as English/Credit ESL/Language Arts, CAD and Geography.

3. Network & Systems Services (NSS) - NSS unit is responsible for planning, implementing and operating the campus-wide voice, video and data network

infrastructure. This unit is also responsible for deploying, maintaining and supporting the server systems and databases that run critical applications such as the administrative information systems, electronic mail, and telecommunications. The unit is led by a systems manager who has 4 direct reports – 1 senior DBA (database administrator), 2 computer system administrators and 1 network administrator. The senior DBA has one assistant DBA directly reporting to him.

Information & Technology Services is located in LB 113, on the first floor of the Library building. The Associate Vice President of ITS currently reports to the Vice President of Student Services.

Executive Summary

Instructions: You may use this summary to list all of the goals that you developed in your document. The strategies and needs should be directly linked to your prioritized goals.

Prioritized Annual Goals	Strategy	Who is Responsible	Timeline	Resources Needed	Anticipated Outcome
Upgrade the college's information technology infrastructure and its management information system	1. Upgrade and improve enterprise applications including but not limited to the ERP systems that support the mission and goals of the college	All Staff	See Program Plans (section 6.03)	Funding will be required	Students, faculty and staff will benefit from using a system that is robust, efficient, and easy to use.
	2. Upgrade and improve system availability and uptime of the enterprise applications including but not limited to the ERP systems	All Staff	See Program Plans (section 6.03)	Funding will be required	Students, faculty and staff will benefit from using a system that is reliable.
	3. Upgrade, improve and secure the network infrastructure that provide the transport for data and applications	Network & Systems Services	See Program Plans (section 6.03)	Funding will be required	Students, faculty and staff will benefit from a reliable, fast and secure network.
	4. Develop and implement comprehensive plan to replace computer equipment	USS	Ongoing	Funding will be required	Faculty and staff productivity and efficiency will be improved. Students will benefit from using computer systems that aid them in completing their class work.
	5. Develop and implement comprehensive plan to implement or upgrade classroom technology (level III)	USS	Ongoing	Funding will be required	Students and faculty will benefit from current technology that supports student learning outcomes.

Increase focus on training of IT staff to enhance their skills and decrease reliance on vendor support	1. Cross train staff members on various systems and technologies with a primary person as a specialist and a secondary person as a backup	All Staff	Ongoing	Conference and travel funds	All staff members will have clearly defined responsibilities for specific areas, in addition to being able to respond to general requests.
	2. Remain current with information about the implementation of the PeopleSoft student system	All staff	Ongoing	Conference and travel funds	Increased understanding of procedures allowing access to new student data system
	3. Attend more campus and off-campus workshops focusing on technology and use in academic environments	All staff	Ongoing	Conference and travel funds	Improved skills in using technology to assist students and staff
	4. Attend conferences and symposiums on emerging trends in technology	All staff	Ongoing	Conference and travel funds	Keep current on newly emerging technologies
Improve communications and service to end users	1. Communicate via a web site (community portal), email, newsletters, and special events (IT forums)	All Staff	See Program Plans (section 6.03)	None	Increase college awareness on IT initiatives and projects
	2. Implement a web-based work request system	All Staff	Fall 2009	Funding will be required	End users will be able to initiate their own work requests, receive automated notifications via email on the status of their requests, and provide feedback to ITS on the service response.
	3. Improve the computerized equipment checkout and inventory systems	USS	Fall 2009	None	This will insure an accurate inventory of equipment and that equipment is available when needed by faculty and staff.
	4. Work with Staff	All Staff	Ongoing	None	Increased

	Development to develop and provide instructions/training manuals on use of applications and systems and conduct training as necessary				understanding of applications and systems by end users that contributes to the improvement of their computer skills
	5. Develop a plan for additional IT staffing to include the replacement of staff who plan to retire on or before 2014	IT Management	Fall 2009	Funding may be required if new positions are created.	Students, faculty and staff will benefit from adequate IT technical support.
	6. Improve software deployment and management of all desktop and lab computers	USS	Ongoing	Funding will be required	Students, faculty and staff will benefit from computer systems with up-to-date software and that run reliably and protected from viruses, spyware and malware.
	7. Develop and implement process for program/system testing and quality assurance	All Staff	Ongoing	Funding may be required.	Students, faculty and staff will benefit from using a system that is robust, efficient, and easy to use.
Improve communications among ITS personnel	1. Inform IT personnel of any developments that might affect them via the ITS staff website	All Staff	Ongoing	None	This will promote teamwork and improve communication among IT staff.
	2. Provide wireless communication devices to IT personnel	All Staff	See Program Plans (section 6.03)	Funding will be required	This will promote teamwork and improve communication among IT staff.

I. Function and Services

Service Function

Contacts

Data Sources

Standards and Comparisons

1.01 – 1.04 Functions and Services

Instructions: Complete the table below. You will need to develop instruments for collecting certain data if it is not provided by Planning and Research or Human Resources.

1.01 **Service/Function** List the Services and functions of this program	1.02 **Contacts** How many students accessed these functions and services?	1.03 **Methods** Indicate the source of your data.	1.04 **Standards/Comparisons** Indicate comparison standards such as college-wide, regional, state, or year-to-year with the program.
Development, maintenance and enhancement of Web-enabled Student Services (Web Registration, MyGCC, etc)	25, 000	Registration data, web logs	Year-to-year
Development, maintenance and enhancement of Web-enabled Staff Services (AIS Reports, Rosters, etc)	0	Used by faculty and staff, not directly accessed by students	Year-to-year
Ongoing maintenance of VAX based Student Services (lab hours, library, etc)	15, 000	Lab hour usage, library usage	Year-to-year
Ongoing maintenance of VAX based Staff Services (Registration, Application, etc)	0	Indirectly, thousands of students through contact with staff	Year-to-year
Development, maintenance and enhancement of Oracle based applications (e.g. Financial Aid processing and disbursement, HR, Payroll)	0	Used by faculty and staff, not directly accessed by students	Year-to-year
Integration of third-party software (e.g. SARSGrid, SARSTrak, Card Integrators, student email, etc) into existing information systems	25, 000	Counseling usage, student card usage	Year-to-year
Research and implementation of applications for instructional use	25,000	Actual applications that are implemented.	Regional and state
Collect and submit data for state MIS/320 reporting	0	State Chancellor's Office Data Mart web site	Regional and state
Development and maintenance of college web sites	25,000	Actual web pages	Year-to-year
Setup, maintenance and support a web-based student learning outcome application system	25,000	College implemented the eLumen software.	No comparison data available
Planning, implementing and maintaining the data,	25,000	Student satisfaction survey	Year-to-year

voice, and video network			
Deploying, maintaining and supporting servers that house enterprise applications and software systems used by faculty and staff (e.g. email, voice mail, Oracle e-Business, PeopleSoft Campus Solutions)	0	Faculty/staff satisfaction survey	Year-to-year
Deploying, maintaining and supporting the distance education server that is running WebCT	18,717 (duplicated) Total enrollment in online, hybrid & web-enhanced courses for Fall 2008 and Spring 2009	WebCT server and VAX	Regional and state
Deploying, maintaining and supporting PeopleSoft student self service, student email system and myGCC portal	25,000	PeopleSoft student self service will go live in summer 2010. Email system and GCC portal usage are available via logs.	Year-to-year
Deploying, maintaining and supporting the SARS CALL server and software for counseling appointments	25,000	Server logs and reports	Year-to-year
Deploying, maintaining and supporting the SARS GRID server and software	25,000	Server logs and reports	Year-to-year
Deploying, maintaining and supporting the SARS TRAK server and software	25,000	Departments use SARSTRAK to collect and store data on computer usage by students.	Year-to-year
Planning, implementing and maintaining the network security via firewalls, routers and switches	25,000	Student satisfaction survey	Year-to-year
Planning, implementing and supporting the wireless network	25,000	Student satisfaction survey	Year-to-year
Planning, implementing and maintaining information security on the PeopleSoft student information system	25,000	PeopleSoft will go live in summer 2010. There is no data available yet.	No comparison data available
Deploying, maintaining and supporting the Financial Aid Management (FAM) System server and software system	9,000	Server logs and reports	Year-to-year
Deploying, maintaining and supporting the document imaging system	25,000	Admissions & Records satisfaction survey. The system has a potential	Year-to-year

		benefit to all students whose records are digitized for ease of retrieval and paper reduction purposes.	
Deploying, maintaining and supporting the Medicware student health information system	17,000 (credit students)	Medicware server logs and reports	Year-to-year
Develop and implement the disaster recovery plan for mission critical applications and systems	25,000	Student satisfaction survey	Year-to-year
Maintain and support storage systems to provide reliable access to data	0	These systems are for use by faculty and staff.	Year-to-year
Create and maintain multiple ERP server environments for different functionality and purposes (e.g. production, pre-production, staging, development)	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Year-to-year
Research emerging technologies and plan for adoption by testing and evaluation	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Regional and state
Providing technical assistance to faculty and staff via the helpdesk. Assistance may be in repair or replacement of college owned equipment or training of staff in use of equipment.	0	Helpdesk log	Regional and state
Provide operational support, maintenance and installation of classroom technology.	25,000	Students benefit from the technology because they enhance instruction. The student satisfaction survey provides the evidence. Enrollment reports show 20,545 distinct students enrolled in classes that are scheduled in level 3 classrooms.	Regional and state
Provide checkout of equipment, video tapes, etc. for use in classroom instruction.	0	There is an indirect benefit to students. Faculty satisfaction survey provides the data.	Year-to-year
Provide assistance in creation of multimedia for use by instructors.	0	Over 100 instructors were provided multimedia assistance for their classrooms. There is an indirect benefit to students.	Regional and state

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Provide support for computers used by adjunct faculty in library and annex.	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Regional and state
Provide support for computers and software used by students in student computing labs	25,000	Student satisfaction survey	Regional and state
Provide base level support for software packages that have been tested and approved for use by the college.	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Regional and state
Provide training in the operation of technical equipment.	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Regional and state
Research new technology for use by college staff.	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Regional and state
Coordinate with staff development on the creation and delivery of courses in the functional use of applications.	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Year-to-year
Configuration of WebCT courses for faculty. Configuration includes creation of course templates and archival of existing courses.	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Year-to-year
Audio recording and posting of Board Meetings	0	There is an indirect benefit to students. Faculty/staff satisfaction survey provides the data.	Year-to-year

Satisfaction Survey

In Spring 2009, the Information & Technology Services department conducted a survey to assess satisfaction and use of services. We identified faculty, students, staff and administrators as our "customers." Two separate surveys were conducted – one for employees (faculty, staff and administrators) and another for students.

The employee satisfaction survey was conducted between Monday, April 20 and Monday, April 27. A total of 178 employees responded to the survey. The breakdown of the respondents is shown below.

Role	Number of Respondents	Percent of Respondents
Full-time faculty	58	33%
Adjunct faculty	26	15%
Classified staff	56	31%
Administrator/manager	20	11%
Other	4	2%

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Missing	14	8%
Total Respondents	**178**	**100%**

The following sections show the results of the satisfaction survey. The low number of responses makes the reliability of the survey results questionable, thus definite conclusions could not be drawn from the data. In general, respondents were positive about the technology resources except for the implementation of administrative information systems where only 46% of all the respondents agreed that they are effective. The table below shows the agreement rates for each question asked in the survey.

	Agreement Rate				
	All	FT Faculty	Adj. Faculty	Class. Staff	Admin./ Mgr.
IT has a sufficient number of employees to support technology at GCC.	61%	55%	50%	71%	53%
The Help Desk is easy to reach at convenient times.	66%	68%	59%	64%	68%
Help Desk employees schedule support calls at convenient times.	72%	71%	73%	67%	71%
Help Desk employees communicate effectively.	71%	71%	78%	72%	50%
Help Desk employees solve my technology problems.	77%	76%	71%	77%	83%
Help Desk employees solve problems in a timely manner.	64%	58%	65%	62%	67%
The computer equipment I use is adequate.	71%	61%	60%	84%	74%
The computer equipment I use is current.	61%	50%	63%	67%	65%
The classroom equipment I use, including TVs, DVD players, projectors, etc., is adequate.	71%	75%	54%	79%	70%
The implementation of technology solutions in the classroom is effective.	71%	69%	64%	85%	50%
The implementation of technology solutions for administrative purposes such as financial management system, human resources management system and student services system is effective.	46%	35%	63%	49%	60%
The college network and the internet are reliable and fast.	78%	75%	68%	80%	85%

The table below shows that the satisfaction of employee groups to the services provided by ITS. Only 34%, 48%, and 54% of respondents are satisfied with the support for Macintosh computers, support for requests for new software, and assistance in purchasing computers/other technology, respectively.

	% Excellent or Good				
	All	FT Faculty	Adj. Faculty	Class. Staff	Admin./ Mgr.
Support for non-instructional technology	66%	54%	50%	73%	72%
Support for Windows PCs	73%	68%	54%	79%	75%
Support for Macintosh computers	34%	13%	20%	47%	57%
Support for telephone system	79%	78%	45%	84%	75%
Support for email system	81%	80%	74%	77%	85%
Support for requests for new software	48%	36%	40%	55%	67%

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Assistance collecting data and presenting information via reports	70%	68%	71%	68%	81%
Network security	81%	81%	71%	80%	83%
Assistance purchasing computers/other technology	54%	39%	25%	58%	81%
Assistance setting up computers/other technology	73%	63%	64%	79%	72%
Assistance setting up online/hybrid classes	66%	71%	64%	59%	75%
Assistance in using software or applications	60%	54%	58%	64%	62%

In addition to the satisfaction survey questions, ITS asked the employees questions pertaining to their use of technology at home and at work. Below are the comparative percentages.
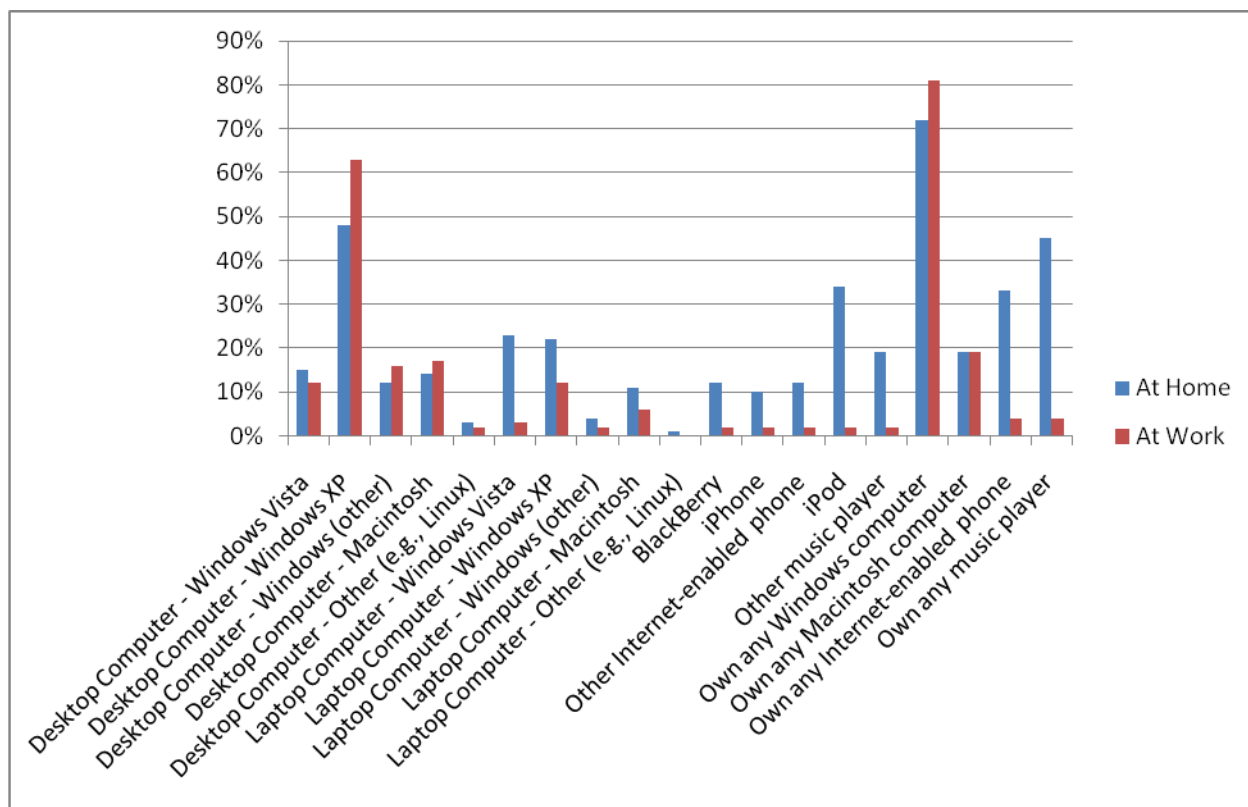
The column chart shows that many employees own and use wireless, Internet-enabled devices at home such as a Blackberry, iPhone, iPod or other music player. In terms of computer use, there is a strong correlation in terms of the operating system used at home and at work except for the fact that more employees use a laptop at home than at work.

Most of the respondents (99%) use email for electronic communication and there are 54% and 34% who use text messaging and social networking sites, respectively.

The final section of the survey asked respondents about their most important technology needs including software or systems that IT should support. Listed here are the common themes that were mentioned.
1. Training on use of software (instructional & non-instructional)
2. Installation of new software versions or software patches or add-ons
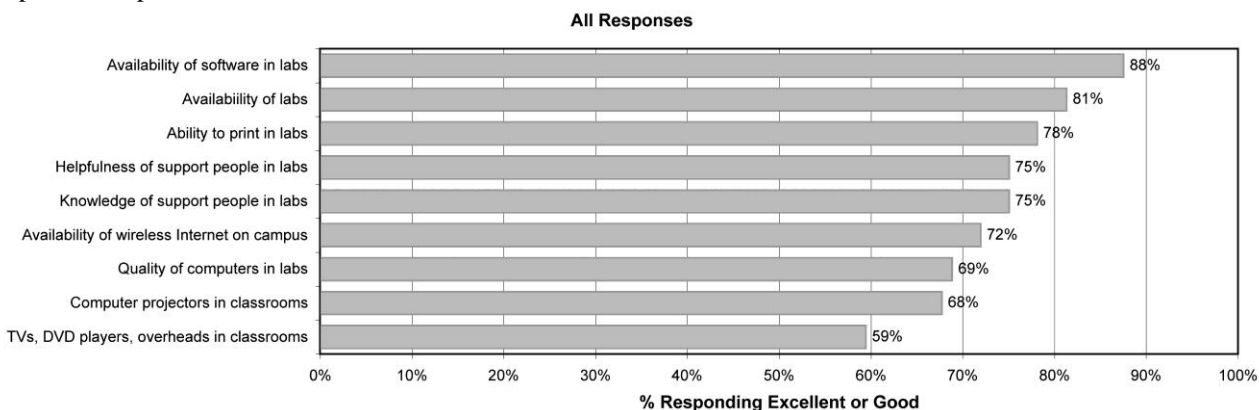3. Training and support on operation of classroom equipment

4. Networked copiers or printers
5. Training on web site creation and maintenance
6. New computers
7. Mandatory staff training on Oracle self-service applications
8. More MAC support and software
9. Provide capability for power users to install licensed software and software patches or upgrades
10. Better system for tracking employee times all on one screen
11. More user friendly applicant tracking system
12. Accessible web sites – compliance with Section 508
13. Paperless work environment
14. More user-friendly and functional web-based email system
15. Restrict access to inappropriate web sites
16. Explore the use of open source software
17. Acquire software designed to make employees more efficient and productive

The student satisfaction survey was conducted between April 20, 2009 and June 5, 2009. A random sample of 200 students enrolled in classes with computer lab components were asked to participate in the survey via email. The low number (32) of student responses makes the reliability of the survey results questionable, thus definite conclusions could not be drawn from the data.

The student survey focused on their use of the San Gabriel and San Rafael computer labs as well as the effectiveness of technology resources provided in the classrooms and wireless Internet access on campus. In general, the student responses are positive.

All Responses

Category	% Responding Excellent or Good
Availability of software in labs	88%
Availability of labs	81%
Ability to print in labs	78%
Helpfulness of support people in labs	75%
Knowledge of support people in labs	75%
Availability of wireless Internet on campus	72%
Quality of computers in labs	69%
Computer projectors in classrooms	68%
TVs, DVD players, overheads in classrooms	59%

The remaining sections of the survey focused on their Internet access at home, the kinds of electronic communication that they use, and the kinds of computers and devices they own. Eighty-four percent (84%) of the respondents have Internet access at home – dial-up, DSL or cable modem. One hundred percent of the respondents use electronic mail for electronic communication and most of them (97%) indicated that they would use email if GCC started to use it as a primary method of communication with students. In terms of computers and devices owned, more students own and use either a desktop or laptop computer with the Windows operating system than the Macintosh operating system. It is also interesting to note that 41% of the respondents own and use an iPod.

The next section of the survey focused on the students who use the San Gabriel and San Rafael computer labs. Students were asked their suggestion(s) to improve these labs. These students suggested the replacement of the old computers in the labs. One student proposed the use of virtual desktops to give students the flexibility of using different Windows operating systems. Another student suggested improving the sign in/out process in the labs because there is only one station providing this. These students also suggested providing more computers and printers in the labs.

In the next section of the survey, the students who do not use the San Gabriel or San Rafael computer lab were asked why. Some students responded that they have a computer to use at home and/or the lab computers were old. Others responded stating that the use of the labs is limited to students enrolled in computer, Math or English classes.

The last section of the survey asked students what technology improvements were needed in the classrooms. One student suggested "green" computers. Another student suggested that every classroom have a projector for DVD/VHS movies and PowerPoint presentations. Several students responded that the classroom technology is fine.

Comparison with Other Community Colleges

In comparing Glendale Community College with nearby single college districts, it was found that there is one other district, Long Beach City College that has an Associate Vice President as the highest ranking IT person. Most of the colleges surveyed (Antelope Valley College, Cerritos College, Pasadena City College, Santa Monica College and College of the Canyons) indicated the highest ranking IT person is a director position. The number of full-time equivalent staff in the IT department of Cerritos College is 25 compared to GCC's 26. At Cerritos College, there are two additional staff members in Copy Services reporting to IT. At GCC, there are seven additional staff members in the San Gabriel and San Rafael computer labs reporting to IT.

One of the measures of a college's ability to provide technology services and resource technology support is a tool called the Total Cost of Ownership (TCO) that was first developed for California community colleges in the Chancellor's Office's Technology Plan II and which has been updated several times by the Systemwide Architecture Committee (SAC). The CCC Technology Center at Butte College collected information regarding California community colleges' readiness in meeting these Total Cost of Ownership (TCO) standards. Twenty-nine (29) community college districts responded to the survey (Ref. IIIC.20). In comparing the aggregated data from GCC's data, below are items worth noting.
1. 79.31% of respondents (including GCC) indicated that their students are provided email accounts.
2. A majority of colleges/districts reported that 95-98% of the computers in the student labs and libraries are dedicated to student use. GCC reported 98% and 78% are dedicated for student use in the student labs and library, respectively.
3. The aggregated data shows a trend of 4-5 years refresh cycle for student lab computers. GCC reported 5-6 years refresh cycle.
4. The aggregated shows a high trend of providing a computer to each full-time faculty members and each permanent administrative and classified staff. GCC reported that each full-time faculty member has a computer, while 87% of permanent administrative and classified staff is provided a computer.
5. In terms of staffing, 90.32% of the respondents (including GCC) reported that they are understaffed based on a ratio of 1 computer technician per 100 computers for all college/district computers excluding labs. Furthermore, 67.74% of the respondents (including GCC) stated that they are understaffed based on a ratio of 1 computer lab/classroom technical assistant per 75 computers for all computers in labs, smart classrooms, and classrooms, including mobile labs.

 In spite of inadequate staffing and funding, the Information & Technology Services department and the instructional computer lab technicians have maintained and supported IT in their respective areas to the best of their ability.

II. Service Recipients

Demographic Information

Educational Information

2.01 Demographics

Instructions: Review and analyze the data provided by Institutional Research on service recipients in the program and answer the following questions:

1. Given the data, how does enrollment in the program compare to the college's ethnic, age, gender, and disability distributions?

No students enroll in the Information and Technology Services program. However, the department serves the students directly by managing and operating the open access computer labs in San Gabriel and San Rafael and providing assistance to students who use the computers. The data below was provided by Research & Planning. The tables below shows demographics for students with contact hours in the San Rafael and San Gabriel computer labs in Spring 2009 and Spring 2008 compared to the general credit student population.

	Spring 2009			Spring 2009		
	San Rafael Lab Students	All Credit Students	Difference	San Gabriel Lab Students	All Credit Students	Difference
Ethnicity						
Caucasian/Armenian	39%	36%	+3%	45%	36%	+9%
Caucasian/Anglo	8%	15%	-7%	9%	15%	-6%
African American/Black	3%	3%	-0%	3%	3%	-0%
Asian/Pacific Islander	14%	10%	+4%	11%	10%	+1%
Hispanic/Latino Citizen	18%	19%	-1%	16%	19%	-3%
Hispanic/Latino Permanent Resident	2%	2%	+0%	2%	2%	-0%
Hispanic/Latino Other	2%	2%	+1%	2%	2%	+0%
Filipino	4%	5%	-1%	4%	5%	-1%
Other/Unknown	11%	10%	+0%	10%	10%	-0%
Age Group						
Under 21	23%	28%	-5%	26%	28%	-2%
21-25	37%	31%	+6%	34%	31%	+3%
26-30	14%	14%	-0%	13%	14%	-0%
31-50	23%	22%	+1%	22%	22%	-0%
51 & Over	3%	5%	-2%	4%	5%	-1%
Gender						
Female	58%	57%	+1%	61%	57%	+5%
Male	42%	43%	-1%	39%	43%	-5%
Disabled	7%	6%	+1%	6%	6%	+1%
F-1 Visa	9%	3%	+7%	6%	3%	+3%

	Spring 2008			Spring 2008		
	San Rafael Lab Students	All Credit Students	Difference	San Gabriel Lab Students	All Credit Students	Difference
Ethnicity						
Caucasian/Armenian	37%	34%	+4%	41%	34%	+8%
Caucasian/Anglo	8%	15%	-7%	10%	15%	-5%
African American/Black	3%	3%	+0%	2%	3%	-1%
Asian/Pacific Islander	13%	10%	+3%	11%	10%	+0%
Hispanic/Latino Citizen	18%	19%	-1%	17%	19%	-2%
Hispanic/Latino Permanent Resident	3%	2%	+0%	2%	2%	+0%
Hispanic/Latino Other	3%	2%	+1%	2%	2%	+0%
Filipino	5%	5%	+0%	5%	5%	+0%
Other/Unknown	10%	11%	-0%	10%	11%	-1%
Age Group						
Under 21	32%	27%	+5%	27%	27%	+0%
21-25	37%	32%	+5%	35%	32%	+3%
26-30	10%	13%	-3%	12%	13%	-1%
31-50	18%	23%	-5%	23%	23%	+0%
51 & Over	4%	6%	-2%	3%	6%	-2%
Gender						
Female	57%	58%	-1%	61%	58%	+3%
Male	43%	42%	+1%	39%	42%	-3%
Disabled	7%	6%	+2%	6%	6%	+1%
F-1 Visa	10%	3%	+7%	6%	3%	+3%

*Explain when data varies more than 20% from the standard.

2. What is indicated by the program data?
Comments?

> None of the data varies more than 20% from the standard. The San Gabriel and San Rafael computer labs serve a very diverse student population.

3. Should a goal be written addressing the data? _____ Yes   __X__ No
   (List any goals in the Summary.)

2.02 Educational Information

Instructions: Examine the **educational information** data provided by Institutional Research and answer the following questions:

1. How does this data compare with other college services?

No students enroll in the Information and Technology Services program. However, the department serves the students directly by managing and operating the open access computer labs in San Gabriel and San Rafael and providing assistance to students who use the computers. The data below was provided by Research & Planning. The table below shows outcomes for students with contact hours in the San Rafael and San Gabriel computer labs in Spring 2009 and Spring 2008 compared to the general credit student population.

	Spring 2009			Spring 2009		
	San Rafael Lab Students	All Credit Students	Difference	San Gabriel Lab Students	All Credit Students	Difference
Enrollment Status						
New	8%	17%	-10%	8%	17%	-9%
Continuing	89%	75%	+14%	88%	75%	+13%
Returning	3%	8%	-5%	4%	8%	-4%
Educational Goal						
Transfer	64%	53%	+10%	64%	53%	+11%
AA without transfer	13%	12%	+1%	15%	12%	+3%
Vocational	10%	14%	-3%	9%	14%	-4%
Personal Development	2%	4%	-2%	1%	4%	-2%
Basic Skills	1%	1%	-0%	1%	1%	-1%
Undecided	10%	15%	-5%	8%	15%	-6%
Other/Unknown	1%	2%	-1%	1%	2%	-1%
Spring 2009 Outcomes						
Mean Semester Units Completed	10.66	10.43	+2%	10.48	10.43	+0%
Mean Semester Units Attempted	8.82	8.53	+3%	8.60	8.53	+1%
Mean Semester GPA	2.78	2.74	+1%	2.75	2.74	+0%

	Spring 2008			Spring 2008		
	San Rafael Lab Students	All Credit Students	Difference	San Gabriel Lab Students	All Credit Students	Difference
Enrollment Status						
New	8%	20%	-11%	10%	20%	-9%
Continuing	88%	73%	+15%	86%	73%	+13%
Returning	4%	8%	-4%	4%	8%	-4%
Educational Goal						
Transfer	64%	52%	+11%	63%	52%	+10%
AA without transfer	13%	12%	+2%	16%	12%	+4%
Vocational	9%	14%	-5%	10%	14%	-4%

Personal Development	2%	5%	-2%	2%	5%	-3%
Basic Skills	1%	1%	-1%	1%	1%	-0%
Undecided	10%	14%	-4%	8%	14%	-6%
Other/Unknown	1%	2%	-1%	1%	2%	-1%
Spring 2008 Outcomes						
Mean Semester Units Completed	11.15	10.64	+5%	10.55	10.64	-1%
Mean Semester Units Attempted	8.92	8.50	+5%	8.49	8.50	-0%
Mean Semester GPA	2.74	2.69	+2%	2.70	2.69	+0%

2. How does this data compare with other programs in this region?

No data available.

	Higher	About the Same	Lower
Enrollment Status	n/a	n/a	n/a
Educational Goal	n/a	n/a	n/a
Major	n/a	n/a	n/a
# of Units Completed	n/a	n/a	n/a
# of Units Curr. Enrolled	n/a	n/a	n/a
Current GPAs	n/a	n/a	n/a

3. How does this data compare with previous years?

There has been an increase in the number of students that access the services that ITS provides directly to the whole student population.

	Higher	About the Same	Lower
Enrollment Status	n/a	n/a	n/a
Educational Goal	n/a	n/a	n/a
Major	n/a	n/a	n/a
# of Units Completed	n/a	n/a	n/a
# of Units Curr. Enrolled	n/a	n/a	n/a
Current GPAs	n/a	n/a	n/a

4. Highlight any significant changes since this information was last reviewed. Provide explanations for changes.

No significant changes have been identified.

5. Should a goal be written addressing the data? _____ Yes   __X__ No
    (List any goals in the Summary.)

III. Staff Resources

Organizational Chart
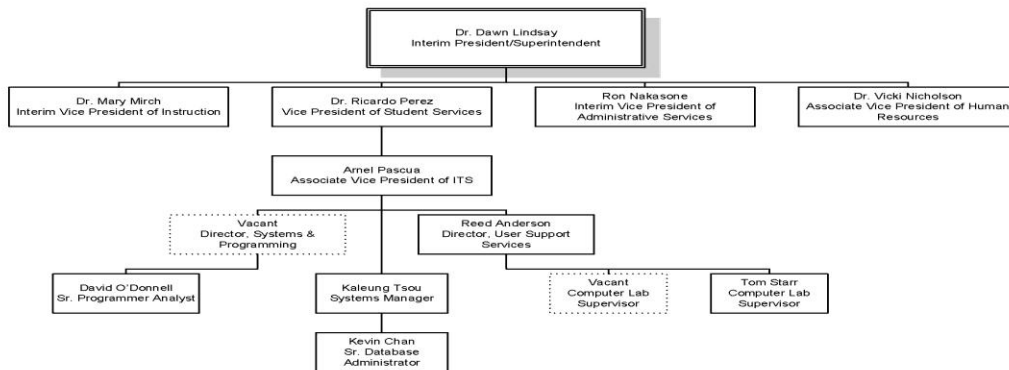
Staff Diversity

Assignments and Specialties

Staff Preparation and Training

**Professional Activities and
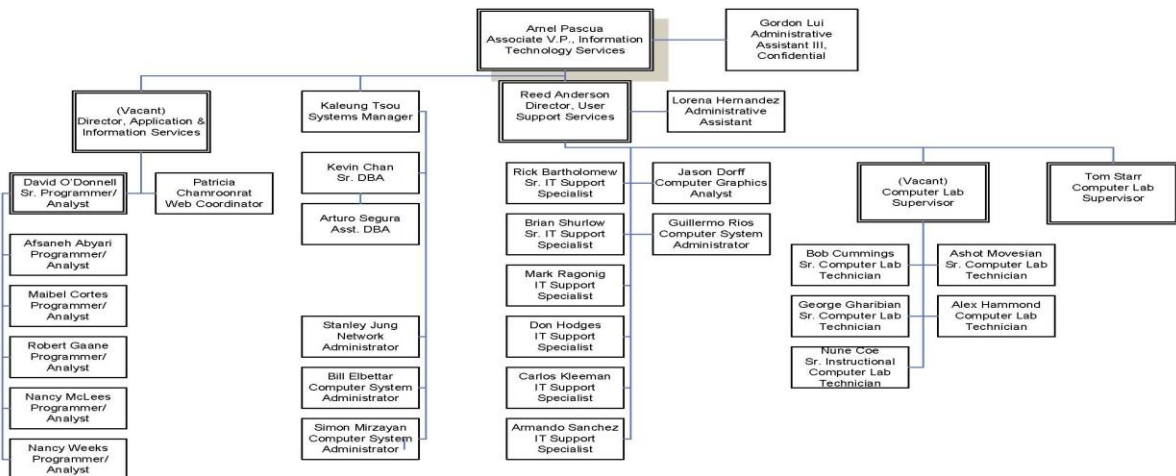Committee Participation**

3.01 Organizational Chart

Instructions: Develop an organizational chart that describes the internal structure of the program as well as its overall relationship to the College.

Rev: 10/16/09

Rev: 10.30.09

3.02 Staff Diversity

Instructions: Analyze the data on **staff diversity** provided by Human Resources and answer the following questions:

How does this program information compare to the College diversity percentages?
_____ Higher   __X__ About the same   _____Lower

1. Given the program data, how does the ethnic and gender distributions compare to those in the labor force population?   (Note: Explain when data varies more than 20% from the standard.)

	Higher	About the Same	Lower
Ethnic	X		
Gender			X
Disability			
Age			

Please comment.

> The office currently has 34-full time positions with 4 vacant. The ITS staff is 12% Asian, 29% White, 15% Hispanic, 9% Filipino and 35% Others. The diversity is higher than the college ethnic diversity which is 8% Asian, 71% White, 15% Hispanic, 3% Filipino and 12 % Others. ITS staff is 68% male, 20% female and 12% Unknown (vacant positions) so its gender diversity is lower than the college as a whole (44% male and 56% female). Age and disability data are not available for comparison.

2. What else (if anything) is indicated by the program data?

> The Human Resources department does not provide data on age distribution. However, two ITS staff members have indicated in the staff survey that they will retire on or before 2014. ITS must plan to replace these two people.

3. Should a goal be written addressing the data?   __X__ Yes   _____ No
        (List any goals in the Summary.)

3.03 Assignments/Specializations

Instructions: Administer the Employee Survey provided by Institutional Research. Analyze the responses and other information and fill in the data below.

Program staff	Professional Assignment(s) – Over three year period	Specialty Area(s)
Arnel Pascua	Associate VP of ITS	Operations Management; Team Facilitation; Software Mgmt; Project Management; Training & Development; RFP Development; Cost Control; Risk Management; Systems Installation & Integration; Plan, Policy & Procedure Development
Vacant	Director of Systems & Programming	Leads and managers the administrative information systems group composed of developers
Reed Anderson	Director of IT Operations	Leads and manages the end user support group; Leads and Manages Student Computing Labs
Kaleung Tsou	Systems Manager	Leads and manages the network and systems services group
Gordon Lui	Administrative Assistant III	Office management, CCCC, Web Development
David O'Donnell	Sr. Programmer Analyst	Oversees and participates in the procedural analysis, systems design, coding and testing of programs, networks, hardware and data used in Information and Technology Services including ERP systems.
Maibel Cortes	Programmer Analyst	Analyzes administrative and instructional systems and procedures for adaptation to computer information systems, codes, tests, and documents computer programs.
Afsaneh Abyari	Programmer Analyst	Analyzes administrative and instructional systems and procedures for adaptation to computer information systems, codes, tests, and documents computer programs.
Robert Gaane	Programmer Analyst	Analyzes administrative and instructional systems and procedures for adaptation to computer information systems, codes, tests, and documents computer programs.
Nancy Weeks	Programmer Analyst	Analyzes administrative and instructional systems and procedures for adaptation to computer information systems, codes, tests, and documents computer programs.

Nancy McLees	Programmer Analyst	Analyzes administrative and instructional systems and procedures for adaptation to computer information systems, codes, tests, and documents computer programs.
Patricia Chamroonrat	Web Coordinator	Coordinates the design, development and content for the GCC website including other associated web pages.
Lorena Hernandez	Administrative Assistant	Help Desk and office administrative support.
Jason Dorff	Computer Graphics Analyst	Graphic Arts Specialist. Works with faculty and others in creation of multimedia for use in instruction.
		Supports instructors with classroom training and responds to classroom equipment emergencies.
Rick Bartholomew	Sr. IT Support Specialist	Implements and participates in the installation and maintenance of computer systems and various types of instructional equipment. Specializes in computer hardware.
Brian Shurlow	Sr. IT Support Specialist	Multimedia, Video Equipment
Armando Sanchez	IT Support Specialist	Maintains, installs, and troubleshoots computer systems and various types of instructional equipment including those located in individual faculty and staff offices, classrooms, laboratories, and work areas. Specializes in Apple Macintosh computers.
Mark Ragonig	IT Support Specialist	Maintains, installs, and troubleshoots computer systems and various types of instructional equipment including those located in individual faculty and staff offices, classrooms, laboratories, and work areas. Also works with the office of Instructional Technology with the creation of, backup and maintenance of WebCT courses.
Don Hodges	IT Support Specialist	Maintains, installs, and troubleshoots computer systems and various types of instructional equipment including those located in individual faculty and staff offices, classrooms, laboratories, and work areas. Assists in management of Academic Computing Labs.
		Supervises employees and participates in the operation and maintenance of hardware, software, networks, supplies and inventory in computer equipped classrooms and academic computing laboratories in SG/SR.

Carlos Kleeman	IT Support Specialist	Maintains, installs, and troubleshoots computer systems and various types of instructional equipment including those located in individual faculty and staff offices, classrooms, laboratories, and work areas. Specialization in phones and networks.
Tom Starr	Computer Lab Supervisor	Supervises and participates in the operation and maintenance of hardware, software, networks, supplies and inventory in the Academic Computing Laboratories.
Guillermo Rios	System Administrator	HEAT Database Administrator. System Administrator for Academic Computing Labs
Vacant	Computer Lab Supervisor	Supervises and participates in the operation and maintenance of hardware, software, networks, supplies and inventory in the Academic Computing Laboratories.
Bob Cummings	Sr. Computer Lab Tech	As a Senior Lab Technician, provides direction to other staff in installing, configuring, maintaining, upgrading and troubleshooting computer hardware and software.
Ashot Movsesyan	Sr. Computer Lab Tech	Performs back-up of lab computers and network(s) and performs data recovery procedures when a loss occurs. Arranges major equipment repairs and assists field engineers in their determination of problem sources.
George Gharibian	Sr. Computer Lab Tech	Performs back-up of lab computers and network(s) and performs data recovery procedures when a loss occurs. Arranges major equipment repairs and assists field engineers in their determination of problem sources.
Nune Coe	Sr. Instructional Computer Lab Tech	Assists students with computer software in the academic computing labs. Schedules and supervises student workers. Participates in the maintenance of supplies and inventory.
Alex Hammond	Computer Lab Tech	Operates and maintains computers and computer networks and maintains supplies and inventory.
Kevin Chan	Senior Database Administrator	Supervises and participates in the analysis, design, implementation, and maintenance of the District's integrated Database management system; administers the installation, modification, and utilization of the

		system.
Arturo Segura	Assistant Database Administrator	Support and participate in the analysis, design, implementation, and maintenance of the District's integrated database management system.
Bill Elbettar	Computer System Administrator	Administration of the ERP and PeopleSoft campus servers; College's storage area network data management; ERP security administration; NFS share server administration; Centralized data backup management; Oracle Enterprise manager grid monitoring and administration
Simon Mirzayan	Computer System Administrator	Performs analysis and system configuration activities ensuring the functional and efficient operation of the District's network and computer systems hardware and software.
Stanley Jung	Network Administrator	Performs complex duties in the development, installation, upgrade, administration, security and maintenance of the District's wired and wireless network. Monitors networks servers, equipment and devices for performance and stability.

1. How are the strengths and experiences of staff being used effectively to improve student outcomes?

Information & Technology Services' contribution to the improvement of student outcomes is to support outcomes developed by faculty for classes requiring computer usage. Computer lab staff members are experienced at maintaining and supporting computers and peripherals in the computer labs. They also provide assistance to students in the software used for the completion of their class work and projects assigned by their instructors. In terms of program outcomes, the following are expected of the students while using the computers in San Gabriel and San Rafael.
1. Students will sign in and sign out.
2. Students will use the computers to complete their class work as given by their instructors and not use the computers for personal purposes. The SG and SR labs are for use only by students enrolled in computer courses offered by the business division.
3. Students will use the computers to access web sites that are appropriate for the completion of their class work.
4. Students will comply with the guidelines provided regarding appropriate use of computers.

2. What else (if anything) is indicated by the program data?
Please comment.

One of the measures of the ability to provide technology services and resource technology support is a tool called the Total Cost of Ownership (TCO) that was first developed for California Community Colleges in the Chancellor's Office's Technology Plan II and which has been updated several times by the Systemwide Architecture Committee (SAC). In March 2009, the CCC Technology Center at Butte College collected information on regarding California Community Colleges' readiness in meeting these TCO standards. Glendale College participated in this survey.

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3. Should a goal be written addressing the data?　　　　　　 Yes 　　X　 No
        (List any goals in the Summary.)

3.04 Staff Preparation/Training

Instructions: Analyze the Employee Survey responses (see 3.03 Assignments and Specializations) and other information and fill in the data below. Answer the following questions:

Program staff	Education	Service years	Staff development workshops attended and courses taken.	Skills learned
Arnel Pascua	MA	1	Sexual Harassment Training; PeopleSoft Server Administration; PeopleTools I & II; HEUG Alliance 2009 Conference	Effective supervision of employees and management of projects
			National Incident Management System (NIMS) and State Emergency Management System (SEMS)	How to deal with an emergency on campus.
Gordon Lui	MA	8	Workers Comp. Training FMLA Training Frisk OSHA EEO Management Training	Workers compensation laws, FMLA laws, Safety Training, Dealing with difficult employees.
Kaleung Tsou	MA	<1	PeopleSoft Data Management and Upgrade	Creation and management of PS databases; How to apply bundles and feature packs
Bill Elbettar	BS	5.5	SAN Management and Data Protection Oracle 9i DB Administration Navigating Governance Linux Red Hat Summit PeopleSoft People Tools PeopleSoft Administration	EMC Storage Administration Oracle System Administration Participation in GCC Committees Virtualization and other new technologies Creating tables, Forms, Link data tables, etc. Creating PeopleSoft Web, App and Database.
Stanley Jung	High school Diploma	13	Cisco Technology Forums and Seminars	Design and develop of network Infrastructure Install, upgrade, replace and configuration of network hardware. Analyze network capacity and recommendation of network standards.

Simon Mirzayan	AS	13	Business law Managerial Accounting Statistics Ethics Oracle Training Microsoft Training Internetwork training	Stay current on latest technology and enhance job skills
Kevin Chan	BS	23	Oracle System Administrator OAUG Conference LAOUG Workshop PeopleSoft Server Administration	Manage Oracle DB Learn best practices and experience from other Administrators. Learn new technology. Maintain and install PeopleSoft
Art Segura	BS	10	LAOUG Oracle DB 10g Administration PeopleSoft Server Administration & Installation Rel. 8.48	Stay current on latest technology. Maintain Oracle 10G DB Maintain PeopleSoft Domain.
David O'Donnell	BS	7	MIS Workshops R25 User Conference iTunesU Seminar OA Framework PS Functional Courses PeopleTools I & II PeopleCode PS Security App Engine	MIS Reqs and data Web Services, R25 Admin iTunesU Setup + Admin Oracle jDeveloper PS Functional skills PS Technical skills
Afsaneh Abyari	BS	2	iTunesU Seminar Oracle Expert Day PS Functional Courses PeopleTools I & II PeopleCode PS Security App Engine	iTunesU Setup + Admin jDeveloper Fundamentals PS Functional skills PS Technical skills
Patricia Chamroonrat	BA	13	JavaScript Dreamweaver FrontPage ADA Compliance	Various technical skills for web page development Legal Compliance for ADA
Maibel Cortes	BA	5	Oracle SysAdmin Fund OA Framework PS Functional Courses PeopleTools I & II PeopleCode PS Security App Engine Oracle Conventions	Oracle Dev & Admin Oracle jDeveloper PS Functional skills PS Technical skills New functionalities in Oracle.
Robert Gaane	BA	23	PS Functional Courses PeopleTools I & II PeopleCode App Engine	PS Functional skills PS Technical skills

Nancy McLees	M.A.Ed.	7	MIS Workshops Oracle DB Fundamentals I OA Framework PS Functional Courses PeopleTools I & II PeopleCode App Engine	MIS Reqs and data Oracle DB Setup and Tuning Oracle jDeveloper PS Functional skills PS Technical skills
Nancy Weeks	B.S.	18	MIS Workshops PS Functional Courses PeopleTools I & II PeopleCode App Engine Accreditation Review	MIS Reqs and data PS Functional skills PS Technical skills Dev NC, CalWorks Tables and Programs
Reed Anderson	MS	16	iTunes U	Configuration of iTunes U
			Use of CMS for college website	Website Implementation
			PeopleSoft tools	Development environment for PeopleSoft
			FRISK and Sexual Harassment Workshop	Effective supervision of employees
			National Incident Management System (NIMS) and State Emergency Management System (SEMS)	How to deal with an emergency on campus.
Lorena Hernandez		0.5	None	N/A
Jason Dorff	BA	20	Website Implementation	Use of CMS for college website
			iTunes U	Configuration of iTunes U
			Advanced Photoshop	Better use of filters
			Podcast & Blogging	Information & uses for these new technologies
			CSS	Better knowledge of CSS
Brian Shurlow	AS	17	Extron Media Link Seminar	How to use Extron Media Link controllers
Rick Bartholomew	BS	15	Vista Workshop	Installing Vista OS
Don Hodges	MA	10	Graduate work	Network + Certification Security + Certification
Armando Sanchez	High School Diploma	11	Customer Service	How to better interact with customers
Mark Ragonig	BS	11	Extron Media Link Seminar	How to use Extron Media Link controllers
			Tech Ed Conference	Keep up to date on current Classroom Tech.
			CES Convention	Keep up to date on current technology
Carlos Kleeman	High School Diploma	9	CISCO Call Manager CISCO Unity CISCO CER E 911 CISCO Works	Cisco VOIP Technology Installation, Configuration, and maintenance of Network Hardware and Software cabling.
Tom Starr	BS	7	Frisk	Documentation Guidelines and procedures for dealing with difficult employees

Guillermo Rios	MS	20	@ One Windows Training	Details on Vista OS and its interface.
			Oracle 9i	Principles of Oracle DB query Language
			Diverse Web Seminars	Citrix, Windows, Oracle, Linux
Bob Cummings	AS	11	Desktop Security	Desktop security & support
			E-Commerce	E-Commerce site building & support
			Deploying Vista Business Desktops	Procedures involved with deployment of the Vista desktop
			Installing & Configuring the Vista OS	Procedures involved with deployment of Vista operating system
			Planning, Implementing and Maintaining Server 2003 R@ Active Directory Infrastructure	Procedures involved with deployment of Active Directory and Active Directory servers
			Applying Microsoft Security Guidance I, II, III	Procedures involved with deployment of Microsoft security
Ashot Movsesyan	BS	8	Various Microsoft courses	Windows Servers; Active Directory; Word; Excel; PowerPoint; Access
George Gharibian	AS	10		
Nune Coe	AS	20	Various Microsoft courses	Access, FrontPage
			CS/IS 101	FrontPage
			CS/IS 186	Updated technical skills to use in the computer lab
			Voc. Ed. Credential – Levels I and II	Teaching and advanced strategies in teaching
			Voc. Ed. Credential – Health Ed. For Teachers	Nutrition, health resources
			CPR	CPR training
			Respondus	How to create exams on Respondus and transfer to WebCT
			WebCT/Blackboard	How to build a course
			Working with Disabled Students workshop	How to work with students with disabilities
Alex Hammond	AS	8	Courses in Management & Human Resources	Leadership. Organizational Behavior
			Courses in Networking & Telecommunications	Network infrastructures, design, administration & security
			Courses in Computer Programming	Java
			Courses in Web Design	(X)HTML & CSS
			Courses in Oracle/SQL Database Design	Database design and administration
			Course in Stress Management	Dealing with difficult situations
			Courses in Business Management & Finances	Business strategies

1. How have these skills improved services that you provide?

Technology is constantly evolving. By attending the technology workshops, classes, seminars, etc., staff members are able to prepare for new or emerging technologies that will soon become the standard. By enhancing the knowledge and skills of ITS staff members, services provided to students, faculty and staff are improved.

2. What else (if anything) is indicated by the program data?
Please comment.

Job-specific training has been adequate. In the future, as more and newer technologies are implemented and supported, more funding will be required to update and enhance the knowledge and skills of ITS staff.

3. Should a goal be written addressing the data?   __X__ Yes   _____ No
         (List any goals in the Summary.)

3.05 Professional Activities and Committee Participation

Instructions: Fill in the data below for each full-time staff member for the period since the last program review, and answer the questions that follow.

Program staff	governance committee	other college related committee work	other campus participation
Arnel Pascua	CCCC Web Oversight Budget Institutional Planning Coordination Campus Development Staff Development	PeopleSoft Steering Committee Accreditation Standard IIIC	Cabinet
Gordon Lui	CCCC Web Oversight RTEP Safety	Phone and Network Group Web Development	Information Technology Managers Meeting
Kaleung Tsou	CCCC	PeopleSoft Team Lead and Steering Committee Meetings	Information Technology Managers Meeting
Bill Elbettar	CCCC	Accreditation Reviewers Committee	Basketball Club
Stanley Jung	N/A	N/A	N/A
Simon Mirzayan	CCCC TMI Web Oversight EEO RTEP	Network Planning Web Development	N/A
Kevin Chan	N/A	PeopleSoft Steering Committee	Information Technology Managers Meeting
Art Segura	N/A	John Davitt Award Committee	N/A
David O'Donnell	Web Oversight CCCC	PeopleSoft Steering Committee	Information Technology Managers Meeting
Afsaneh Abyari	N/A	N/A	N/A
Patricia Chamroonrat	Web Oversight	Classified Council Web Development	N/A
Maibel Cortes	N/A	N/A	N/A
Robert Gaane	N/A	N/A	N/A
Nancy McLees	Matriculation Library & Info Competency	N/A	N/A
Nancy Weeks	Student Fees TMS	Assessment Aid	Seminars/Lectures Plays Planetarium Shows CSEA Meetings
Reed Anderson	Academic Affairs CCCC TMI TMS	PeopleSoft Steering Committee Web Development	Information Technology Managers Meeting Combined Cabinet and Managers meetings

Lorena Hernandez	N/A	N/A	N/A
Jason Dorff	N/A	N/A	N/A
Brian Shurlow	N/A	N/A	N/A
Rick Bartholomew	N/A	N/A	N/A
Armando Sanchez	N/A	N/A	Martial Arts Club advisor
Mark Ragonig	N/A	N/A	N/A
Don Hodges	N/A	N/A	Information Technology Managers Meeting
Carlos Kleeman	N/A	Green Team	Association of Latin American Students
Tom Starr	N/A	N/A	Information Technology Managers Meeting
			Combined Cabinet and Managers meetings
Guillermo Rios	N/A	N/A	Proposal on new Comp Science program.
Bob Cummings	N/A	N/A	N/A
Ashot Movsesyan	N/A	N/A	N/A
George Gharibian	N/A	N/A	N/A
Nune Coe	N/A	N/A	N/A
Alex Hammond	Governance Review Committee Technology Mediated Instruction	CSEA Scholarship Committee	N/A
Total staff 31	Total governance. com _____30_____	Total other coll. com ___19___	[not included in CPF below]

CPF index (Committees per full-time staff in the program) (most recent year)
[Total Committees divided by Total number of full-time staff]: #__1.58____

How do the program data compare to the college-wide CPF?
_____ Higher   _____ About the same   _____Lower

1. Given the data, discuss the involvement of faculty in the program in campus activities.

Although a college wide CPF ratio is not available for comparison, ITS staff are involved in campus committees that focus on technology related matters. However, the CPF index shows that at least one ITS staff member is involved in a committee. Although committee work is time consuming, it is valuable as it allows ITS staff to understand the issues and processes affecting an organization as complex as GCC.

2. Should a goal be written addressing the data?   _____ Yes   __X__ No
      (List any goals in the Summary.)

IV. Facilities and Equipment

Facilities

Equipment

4.01 Facilities

Instructions: Fill out the data below and respond to the following questions.

Service	Type of Student	Number of students served
Development, maintenance and enhancement of Web-enabled Student Services (Web Registration, MyGCC, etc)	All students	25,000
Development, maintenance and enhancement of Web-enabled Staff Services (AIS Reports, Rosters, etc)	None	0 (directly)
Ongoing maintenance of VAX based Student Services (lab hours, library, etc)	None	0 (directly)
Ongoing maintenance of VAX based Staff Services (Registration, Application, etc)	None	0 (directly)
Development, maintenance and enhancement of Oracle based applications (e.g. Financial Aid processing and disbursement, HR, Payroll)	None	0 (directly)
Integration of third-party software (e.g. SARSGrid, SARSTrak, Card Integrators, student email, etc) into existing information systems	General student population (nearly always credit students)	10,000 students annually
Research and implementation of applications for instructional use	All students	25,000
Collect and submit data for state MIS/320 reporting	None	0 (directly)
Development and maintenance of college web sites	All students	25,000
Setup, maintenance and support a web-based student learning outcome application system	All students	25,000
Planning, implementing and maintaining the data, voice, and video network	All students (indirectly)	25,000
Deploying, maintaining and supporting servers that house enterprise applications and software systems used by faculty and staff (e.g. email, voice mail, Oracle e-Business, PeopleSoft Campus Solutions)	None	0 (directly)
Deploying, maintaining and supporting the distance education server that is running WebCT	Students enrolled in distance education classes	
Deploying, maintaining and supporting PeopleSoft student self service, student email system and myGCC portal	All students	25,000
Deploying, maintaining and	General student population (nearly	10,000 students annually

supporting the SARS CALL server and software for counseling appointments	always credit students)	
Deploying, maintaining and supporting the SARS GRID server and software	General student population (nearly always credit students)	10,000 students annually
Deploying, maintaining and supporting the SARS TRAK server and software	General student population (nearly always credit students)	10,000 students annually
Planning, implementing and maintaining the network security via firewalls, routers and switches	None	0 (directly)
Planning, implementing and supporting the wireless network	All students	25,000
Planning, implementing and maintaining information security on the PeopleSoft student information system	None	0 (directly)
Deploying, maintaining and supporting the Financial Aid Management (FAM) System server and software system	All Financial Aid eligible students	9,000
Deploying, maintaining and supporting the document imaging system	All students	25,000
Deploying, maintaining and supporting the Medicware student health information system	All students	25,000
Develop and implement the disaster recovery plan for mission critical applications and systems	All students	25,000
Maintain and support storage systems to provide reliable access to data	None	0 (directly)
Create and maintain multiple ERP server environments for different functionality and purposes (e.g. production, pre-production, staging, development)	None	0 (directly)
Research emerging technologies and plan for adoption by testing and evaluation	None	0 (directly)
Providing technical assistance to faculty and staff via the helpdesk. Assistance may be in repair or replacement of college owned equipment or training of staff in use of equipment.	None	0 (directly)
Provide operational support, maintenance and installation of classroom technology.	All students	25,000
Provide checkout of equipment, video tapes, etc. for use in classroom instruction.	All students	25,000
Provide assistance in creation of multimedia for use by instructors.	All students	25,000

Provide support for computers used by adjunct faculty in library and annex.	None	0 (directly)
Provide support for computers and software used by students in student computing labs	All students	25,000
Provide base level support for software packages that have been tested and approved for use by the college.	All students	25,000
Provide training in the operation of technical equipment.	None	0 (directly)
Research new technology for use by college staff.	None	0 (directly)
Coordinate with staff development on the creation and delivery of courses in the functional use of applications.	None	0 (directly)
Configuration of WebCT courses for faculty. Configuration includes creation of course templates and archival of existing courses.	Students enrolled in distance education classes	
Audio recording and posting of Board Meetings	None	0 (directly)

1. Are your facilities adequate based on the services provided?

                                                              __X__ Yes   _____ No

2. Are your facilities adequate based on the number of students served?

                                                              __X__ Yes   _____ No

3. Are your facilities adequate based on the services provided?

                                                              __X__ Yes   _____ No

4. Given the data, discuss how your facilities should be improved.

> Most (if not all) of the services provided directly to students are electronic and do not require additional facilities. The server room is almost at maximum capacity and the ITS department is looking into the consolidation of servers through virtualization. The air conditioning system in the server room also needs to be replaced. There have been numerous incidents when the AC system broke down and some servers suffered hardware failures due to the extreme heat in the server room. The ITS department also must store a large amount of equipment (new and used) and the storage areas are nearly full and disorderly. Additionally, the office needs an area to stage new equipment. There are work benches available for the repair and maintenance of existing computers, but there is no area to stage the deployment of new computers. Furthermore, there are ITS staff members who do not have private cubicles. The ITS department is looking into renovating its back area to accommodate all the previously mentioned needs.   These facilities improvements will be coordinated by the Facilities Department.

5. Should a goal be written addressing the data?   __X__ Yes   _____ No
       (List any goals in the Summary

4.02 Equipment

Instructions: Fill out the data below and respond to the following questions. Refer to the table in section 4.01.

1. Is your equipment adequate based on the services provided?

<div align="center">__X__ Yes _____ No</div>

2. Is your equipment adequate based on the number of students served?

<div align="center">__X__ Yes _____ No</div>

3. Is your equipment adequate based on the services provided?

<div align="center">__X__ Yes _____ No</div>

4. Given the data, discuss how your equipment should be improved.

> Equipment requires to be upgraded on a periodic basis particularly if the manufacturer has published an end of support notice to its customers. This is true for both hardware and software. Software should be upgraded to install patches or fixes for bugs and security issues. Additionally, software must be upgraded to install the latest feature enhancements. The ITS department also needs an electric cart with a secured, enclosed back part that will be used for the delivery and transfer of computer equipment. Please see program plans for prioritization.

5. Should a goal be written addressing the data? __X__ Yes _____ No
        (List any goals in the Summary.)

V. Special Accomplishments

Grants

Leadership Roles

New Programs

Staff Development Programs

Advisory Groups/Committees

5.00 Special Accomplishments

Instructions: Fill in the chart below with the number of each type of activity completed in the last three years and respond to the following questions:

Program staff and year(s) of involvement.	Service Years	5.01 Grants	5.02 New Programs Developed	5.03 Staff Development Workshops Taught	5.04 Leadership Roles/ Advisory Groups and Committees
Arnel Pascua	1	N/A	Technology Master Plan ITS Program Review IT Disaster Recovery Plan Oracle ERP Account Creation & Maintenance Procedures	N/A	1. Campuswide Computer Coordination Committee Chair 2. Web Oversight Committee Chair
Gordon Lui	8	N/A	N/A	N/A	N/A
Bill Elbettar	5.5	N/A	N/A	N/A	N/A
Kaleung Tsou	<1	N/A	N/A	N/A	N/A
Stanley Jung	13	N/A	N/A	N/A	N/A
Simon Mirzayan	13	N/A	N/A	N/A	Project Manager, Data and Voice Network Design. Adjunct Faculty, Computer Standing.
Kevin Chan	23	N/A	N/A	N/A	N/A
Art Segura	10	N/A	N/A	N/A	N/A
David O'Donnell	7	N/A	N/A	N/A	N/A
Afsaneh Abyari	1.5	N/A	N/A	N/A	N/A
Patricia Chamroonrat	13	N/A	N/A	CMS training for the creation and maintenance of web sites	N/A
Maibel Cortes	5	N/A	N/A	N/A	N/A
Robert Gaane	23	N/A	N/A	N/A	N/A
Nancy McLees	7	N/A	N/A	N/A	N/A
Nancy Weeks	18	N/A	N/A	N/A	N/A
Reed Anderson	16	N/A	N/A	N/A	Adjunct CABOT Instructor
Tom Starr	7	N/A	3 Hiring Committees	N/A	N/A
Rick Bartholomew	15	N/A	N/A	N/A	N/A
Jason Dorff	20	N/A	Online Broadcast of Board of Trustees Meetings Anthropological Skull Site	N/A	GCC Website Online Orientation

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Lorena Hernandez	6 months	N/A	N/A	N/A	N/A
Don Hodges	10	N/A	N/A	N/A	N/A
Carlos Kleeman	9	N/A	N/A	N/A	N/A
Mark Ragonig	11	N/A	N/A	N/A	N/A
Guillermo Rios	20	N/A	N/A	N/A	N/A
Armando Sanchez	11	N/A	N/A	N/A	Built Mac Server Network Share between PC & Mac
Brian Shurlow	17	N/A	N/A	N/A	N/A
Nune Coe	20	N/A	N/A	N/A	Adjunct CABOT Instructor
Bob Cummings	11	N/A	N/A	N/A	N/A
George Gharibian	7	N/A	N/A	N/A	N/A
Alex Hammond	8	N/A	N/A	Conducted WebCT Workshops for Faculty, staff and students.	N/A
Ashot Movsesyan	8	N/A	N/A	N/A	Adjunct CIS Instructor

VI. Influencing Factors

Categorical Funding

Legal Mandates

Program Plans

6.01 Categorical Funding

Instructions: List all categorical funding in the table below and respond the following questions:

Categorical Fund	Source of fund	Use of Funds
Basic skills funding	State	Level III Classrooms
Title V	Federal	Website Redesign
State Instructional Equipment	State	Lab computer replacements

6.02 Legal Mandates

Instructions: List all legal mandates that affect this program in the table below and respond to the following questions:

Mandate	Source of mandate	Relationship to program
FERPA	Federal Law (Title 20 of the United States Code)	It is the responsibility of the ITS department to implement technical safeguards to control access to computer systems that store the biographic and demographic records of the students.
HIPPA	Federal Law	It is the responsibility of the ITS department to implement technical safeguards to control access to computer systems that store the health information of the students.
Sarbanes-Oxley	Federal Law (House of Representatives Bill 3763)	It is the responsibility of the ITS department to ensure and implement adequate internal controls in the college's financial management systems and to assure the accuracy of financial data, reports and disclosures.
IPEDS	Federal Law, Higher Education Amendments of 1992, Section 490 (P.L. 102-325)	Higher education institutions are required to submit data to the Integrated Postsecondary Education Data System (IPEDS). This is coordinated by Research and Planning that relies on data collected and stored in the college's student information system. The student information system is maintained and supported by the ITS department.
Student Right-to-Know	Federal Law, Student Right-to-Know Act	Colleges are required to make certain data available to the public, including transfer rates. This is coordinated by Research and Planning that relies on data collected and stored in the college's student information system. The student information system is maintained and supported by the ITS department.
Basic skills initiative	State basic skills funding	One component of recent basic skills funding from the state is the improvement of classroom technology.

1. Is this mandate linked to the source of the fund? If so, how is it linked?

None of these mandates are directly linked to funding, except for the basic skills initiative. As part of the recent basic skills funding, the ITS department received funding to upgrade many classrooms to level III. Level III classrooms have an internet connection, combo DVD/VHS player, LCD projector, and projection screen at a minimum.

2. Is the mandate fully funded through categorical funding? If not, explain.

The basic skills initiative for classroom technology upgrades is currently fully funded. None of the other mandates are fully funded through categorical funding.

3. Does the program currently have adequate resources to meet mandates?

The ITS department has adequate resources to meet mandates.

4. Should a goal be written addressing this issue? _____ Yes   __X__ No
      (List any goals in the Summary.

6.03 Program Plans

Develop a Five Year Plan which includes operations, staffing and facilities. Try to be as specific as possible about what year you hope to accomplish each goal, as well as what you need to do to attain that goal. You should also include any suggestions for improvement.

Information & Technology Services has established the following over-arching goals for the next five years:
1. Upgrade the college's information technology infrastructure and its management information system
2. Increase focus on training of IT staff to enhance their skills and decrease reliance on vendor support
3. Improve communications and services to end users and increase college awareness on IT initiatives/projects
4. Improve communications among IT personnel

Five-Year Plan
In the succeeding sections, the ITS department listed prioritized projects for the next 5 years beginning 2009-10 through 2013-14. The department included cost estimates on projects that will require equipment, software, consulting services, and/or training. Staffing costs were estimated for the new positions. When a project kicks off, the project costs will be updated to reflect actual costs which may include staffing costs. The program plan will be updated to reflect the actual costs and the ITS department will provide a progress or status report on each project.

	Projects	Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
	2009-2010								
1	Improve communications to the college on new applications and technology via the web site (community portal), email & newsletters (announcements), and special events (IT forums/brainstorming sessions)								ITS internal project
2	Improve training and efficiency of staff through cross training and assigning primary and backup persons for a critical role								ITS internal project
3	Implement a user-initiated, web-based help desk system with adequate technician licenses and that provides better feedback to users regarding status of help desk calls/tickets								ITS internal project
4	Support the implementation of PeopleSoft Campus Solutions (student administration system) with interfaces to various systems that are automated and fully functional								Funded by Measure G
5	Increase main campus internet bandwidth from 45 Mbps to 1 Gbps								ITS internal project
6	Updating all classrooms to level 3 (no level 1) except computer labs and standardizing level 3 classrooms with consistent wall plate			$161,500					$161,500
7	Training on the maintenance and support of the document imaging system								ITS internal project
8	Explore the feasibility of using Cisco security agent as an endpoint security solution to replace the McAfee AV software								ITS internal project
9	Improve the computerized equipment checkout system								ITS internal project
10	Provide up-to-date data on equipment stored in Resource 25								ITS internal project

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Projects		Estimated Costs						
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
11	Implement student email system and single sign on			$30,000		$36,000			$66,000
12	Explore the feasibility of an internship program to provide support for students (help desk/level 1 support)								ITS internal project
13	Improve USS website with FAQ's, tips and other self help for both users and support staff; showcase Media Services and how it serves the faculty								ITS internal project
14	Fully implement disk defragmentation as a background process on all faculty/staff computers								ITS internal project
15	Develop comprehensive plan to replace computer equipment in a timely manner; includes maintaining and updating computer inventory and establishing a replacement priority order								ITS internal project
16	Upgrade the Garfield Center internet circuit to 45 Mbps and the circuit between main campus and Garfield Center to 45 Mbps			$60,000					$ 60,000

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	Projects	Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
	2010-2011								
1	Consolidation of servers to reduce physical footprint, power/cooling requirements and total cost of ownership for server room			$ 170,000	$ 12,500	$35,000			$ 217,500
2	Migrate all faculty/staff to Microsoft Exchange email			$ 10,000		$ 5,000			$ 15,000
3	Provide AppleCare Technician Training to IT support specialists to improve support for Macintosh computers								ITS internal project
4	Create a user group in training and supporting new or current employees in the use of certain applications; Explore other training options (utilize technical education tools) and make recommendations to the appropriate office on how to provide training; Collaborate with Staff Development								ITS internal project
5	Train functional users to generate their own ad hoc reports and do simple queries and produce complex reports that are auto-scheduled for online access								ITS internal project
6	Develop and/or implement version control of source codes and enhance developers' skills in troubleshooting application problems through shared documentation/knowledgebase and the use of development tools								ITS internal project
7	Plan, prepare and upgrade Oracle e-Business Suite to release 12 and Oracle DB to 11g				$700,000.00				$700,000.00

No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
	Projects				**Estimated Costs**				
8	Upgrade to Legato Networker 7.4 and improve the capabilities of the data backup system for all servers in the server room			$ 20,000		$30,000			$ 50,000
9	Upgrade to SAN Flare 19 and improve the capabilities of the networked data storage system					$25,000			$ 25,000
10	Upgrade to Cisco LAN Manager Solution (LMS) v3.1 with Health & Utilization Monitor, Cisco Unified Operations Manager (CUOM) v2.0, and Cisco Security Manager (CSM) v3.2 and corresponding software prior to 7/2011. LMS monitors all network devices for availability and usage levels. CUOM presents current operational status of all elements of the IP telephony environment. CSM is a comprehensive solution for provisioning, management, and policy administration of Cisco firewalls, VPNs, and intrusion preventions systems.			$ 66,153					$ 66,153
11	Upgrade to Cisco Unified Communications Manager 7.0 prior to 5/2011, to Unity 7.0 prior to 7/2011, to IP Contact Center (IPCC) 7.0 prior to 9/2010, and to Emergency Responder 7.0 prior to 4/2010 (includes hardware and software)			$108,500					$108,500
12	Implement faculty/staff single sign on								ITS internal project
13	Develop a network and information security policy								ITS internal project

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Projects		Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
14	Protect investment in voice over IP telephones by procuring a maintenance contract			$ 75,000					$ 75,000

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Projects		Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
	2011-2012								
1	Plan and prepare for retirement of the VAX legacy system								ITS internal project
2	Explore data warehousing and business intelligence for research and planning								ITS internal project
3	Hire a database design specialist to design, create and maintain databases according to data standards as well as to develop and maintain procedures and definitions for a data dictionary (metadata)	$ 75,000							$ 75,000
4	Hire a backup network administrator to support the network infrastructure at the main campus and Garfield center	$ 75,000							$ 75,000
5	Hire two (2) computer system administrators to support and maintain the PeopleSoft applications and servers	$160,000							$160,000
6	Expand capabilities of wireless network to include wireless, secure voice communications and support for other wireless devices (PDA, smart phones, wireless IP phones, etc.)			$143,010					$143,010
7	Implement Cisco Network Admission Control (NAC) to authenticate, authorize, evaluate, and remediate wired, wireless, and remote users and their machines prior to permitting access to the network			$148,813					$148,813
8	Install Cisco Secure Access Control Server (ACS) for Windows to integrate access control and enforce network access policies			$ 15,561					$ 15,561

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	Projects	Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
9	Improve load balancing and failover capabilities for PeopleSoft servers			$100,000					$100,000
10	Implement an automated inventory and management of hardware and software inventory using Microsoft System Center Configuration Manager; includes other features such as OS deployment, software distribution, software update management and configuration management			$ 18,000					$ 18,000
11	Replace all projectors that are not networkable and adding the network connection								$280,000
12	Participate in the HP printer cartridge recycling program								ITS internal project
13	Train IT support specialists in the repair and maintenance of printers						$10,000		$ 10,000

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	Projects	Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
	2012-2013								
1	Decommission VAX legacy system and plan/prepare for upgrade to Oracle Fusion								ITS internal project
2	Develop procedures for program/system testing								ITS internal project
3	Develop quality assurance procedures								ITS internal project
4	Install another PRI circuit from another vendor for redundancy								$ 5,000
5	Increase main campus internet bandwidth from 1 Gbps to 10Gbps								Funded by CCCCO
6	Upgrade 3560 switches because of lack of redundant processor or power supply by replacing them with 4500 switches in larger buildings or with 3750 for smaller buildings			$ 78,865					$ 78,865
7	Install redundant 6509 VSS switches at network core			$195,744.00					$195,744.00
8	Implement Cisco network admission control (NAC) to authenticate, authorize, evaluate, and remediate wired, wireless, and remote users and their machines prior to permitting access to the network			$148,813.00					$148,813.00

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Projects		Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
9	Explore the use of alarm systems to deter the theft on classroom technology equipment								ITS internal project
10	Upgrade faculty/staff computers to a new version of Windows OS								ITS internal project
11	Replace SG/SR computers and explore virtual desktop infrastructure (VDI)			$ 80,000					$ 80,000

No.	Five-Year Plan	Projects							
		Estimated Costs							
		Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
	2013-2014								
1	Perform program/system testing								ITS internal project
2	Implement quality assurance procedures								ITS internal project
3	Implement Unified Meeting Place Express for voice, web or video conferencing using Cisco IP phones and desktop computers			$16,167		$345,848			$362,015
4	Improve network security by implementing Cisco Security Monitoring, Analysis and Response System (MARS) that handles threat management, monitoring, and mitigation			$23,484					$23,484
5	Upgrade to Oracle Fusion				$3,000,000	$1,500,000			$4,500,000
6	Install Cisco Application Control Engine (ACE) on core switch to help ensure business productivity by accelerating server and application performance and lowering operational costs associated with provisioning and scaling of applications		$85,600						$85,600
7	Staging and storage area for new computers where it is environmentally safe, secure and efficient; clean up the ITS back area and re-organize		$15,000						$15,000
8	Install video surveillance system for ITS server room		$ 9,000						$ 9,000

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	Projects	Estimated Costs							
No.	Five-Year Plan	Staffing Needs	Facilities & Space Needs	Equipment & Support	Technology (consulting services)	Software & Support	Training	Others (supplies, materials, etc.)	Total
9	Buy a new electric cart with an enclosure for secure and safe transport of computers and related equipment			$ 25,000					$25,000
10	Implement user data backup system								ITS internal project

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VII. Program Effectiveness

Outcome Measures

5 Year Plan

7.00 Program Effectiveness

Instructions: Review and analyze the data provided by surveys, studies, etc. and answer the following questions.

1. Based on the data provided, what is the program's learning outcomes and assessment methods?

Learning Outcome	Assessment Method	Results
1. Students will access appropriate technology in the use of SG & SR computer labs, level 3 classrooms, and on-campus wireless internet.	IT Program Review Survey of Students	1. Old and slow computers and not energy saving plus more printers. 2. Some classrooms lack multimedia technology.
2. Students will access the GCC web sites, instructional courseware, and student management systems to successfully attain information needed for academic progress.	No survey on this outcome at this time.	None at this time.
3. Faculty and staff will access appropriate technology and support in the use of on-campus computers (both Macs and PCs) and the Internet for administrative and institutional research purposes.	IT Program Review Survey of Faculty and Staff	1. The implementation of technology solutions for administrative purposes is ineffective (46% agreement). 2. Tools for easy creation and maintenance of web sites and pages/tools for Section 508 compliance (accessibility).
4. Faculty and staff will access appropriate technological support in the use of instructional courseware and other educational and management systems.	IT Program Review Survey of Faculty and Staff	1. Need more training. 2. Support for requests of new software is poor (48% agreement). 3. The assistance provided in purchasing computers and other technology is poor (54% agreement).

2. How can this program effectively increase its effectiveness with the outcomes?

Learning Outcome	Plans
1. Students will access appropriate technology in the use of SG & SR computer labs, level 3 classrooms, and on-campus wireless internet.	1. Request funding for the replacement of computers and procurement of additional printers in the SG & SR labs 2. Upgrade all classrooms to level 3
2. Students will access the GCC web sites, instructional courseware, and student management systems to successfully attain information needed for academic progress.	None at this time.
3. Faculty and staff will access appropriate technology and support in the use of on-campus computers (both Macs and PCs) and the Internet for academic and administrative purposes.	1. Implement the PeopleSoft student management system (aka Campus Solutions) ; target go-live is summer 2010 2. College web sites and pages will adopt a new design and this new design will launch in fall 2009. Web site/page owners will have access to a content management tool that is easy to use, incorporates the new

	design elements, and assures compliance with Section 508.
4. Faculty and staff will access appropriate technological support in the use of instructional courseware and other educational and management systems.	1. In an ongoing collaboration of departments such as Staff Development, IT, HR, and Academic Technology, training needs are being identified and the appropriate classes are being offered. 2-3. 4C is developing the IT Standards and Procurement Guidelines to address the need for assistance in purchasing computers and other technology. The document will be ready by fall 2009.

3. Should additional goals be written addressing the data?

<u>　X　</u> Yes 　<u>　　　</u> No
(List any goals in the Summary.)

7.01. Five-Year Plan

Develop a Five Year Plan which includes curriculum, staffing, and facilities. Within curriculum, you may list courses you may want to revise, new courses which may be needed, or courses which may be deleted. Staffing needs may include certificated staff and classified staff. Facilities should include new space requirements and/or remodeled space.

Within your plan, try to be as specific as possible about what year you hope to accomplish each goal, as well as what you need to do to attain that goal. Please include any suggestions for improvement in your Five-Year Plan.

The five-year plan is shown in the response to section 6.03.