

# Unit Specific Questions

## Administrative

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### Goals and Mission

1. How are you contributing to SSU's overall mission?
  - a. What is your departmental mission?
  - b. Describe how your departmental mission aligns with the institution's mission.

**RESPONSE:** The University Information Services Department, UIS, is charged to offer outstanding technology services to its students, faculty and staff. UIS supports the latest technologies for academic instruction, administrative computing and student learning. UIS ensures that enterprise systems and mission-critical functions are fully operational on a continuous basis, standard technology is refreshed on schedule and that networked computing resources are available based on user roles, appropriate access guidelines and campus policy.

The UIS department assists students in preparing for the changing needs of business, industry, education and society by ensuring that current learning, administrative and community-based technologies can be securely accessed from wired and wireless networks in academic and administrative areas, student residential housing and campus green space.

Aligned with the Department of Business and Finance, UIS promotes the continuous evaluation of technology upgrades and emerging technologies that further SSU's Mission, in collaboration with campus departments and executive leadership. UIS further assists the University in fulfilling its Mission via a continuous commitment to a network quality of service that offers managed capacity, timely and secure access to campus resources as well as the ability for users to communicate on and off campus.

2. Describe the process you use to determine the goals and objectives of your office/department?
  - a. Who is involved in setting these goals and objectives?
  - b. Describe the processes you use.
  - c. How do you align your goals and objectives with those of other departments and the broader institution? Provide examples from the past year.
  - d. How is it shared among the department and the rest of the campus community?

**RESPONSE:** IT Goals are drafted within the University Information Services Department on an annual basis, from 4 core efforts:

1. Department focus meetings to establish operational and institutional goals for the new period, and the measurement of completed goals for the previous period.
2. The employee performance evaluation process, when personal goals are reviewed and established, and then “de-normalized” to a departmental level for shared goals.
3. Meetings annually with University leadership, specifically the President and Vice President for Business Affairs, to identify and align with institutional goals.
4. Prioritizing requests for service from each campus division - via the IT Help Desk, identifying projects for completion.

Goals are discussed, documented, reviewed and accepted as a recurring process. Reviews of existing goals take place during weekly departmental staff meetings. Documented goals are reported to the Vice President during the performance evaluation of the CIO, for discussion and approval, and to the President for input during planned meetings. An example for the current period is the Campus-wide IT Infrastructure Upgrade, communicated as a core strategic opportunity for improvement by the President, presented to the Board of Trustees for funding approval, and executed as 5 individually - planned projects each currently a work in progress.

Goals are documented and communicated during departmental staff meetings. Project notebooks are distributed to keep leadership abreast of project timelines, logical designs and progress. University Resource Committee meetings provide opportunities to keep campus constituent groups informed of planned efforts.

## Culture

3. Please answer the questions below addressing departmental culture. As you answer the questions, please include examples from the past year illustrating your points.
  - a. Describe your department culture.
  - b. What influences your culture?
  - c. What theories or practices inform your culture?
  - d. How do you assess if your departmental culture is impacting the continuous improvement of your department and the institution as a whole?

**RESPONSE:** The IT staff is comprised of very competent and highly motivated professionals who understand the campus Mission and its priority to deliver a high quality of service in support of strategic objectives. Leadership of IT staff encapsulates a collaborative environment where there is respect for individual talents and capabilities to develop optimal solutions and resolve issues, based on a common direction. Practical communication serves as a significant cultural influence, occurring at all levels within the department during the course of daily operations, in order to understand issues that surface and to prioritize efforts involving competing resources.

The ability to fail, learn and improve persists at the UIS core. Sharing is common place and affords good will on demand. UIS incorporates national standards such as ITIL and NIST within its processes and guidelines, when it makes intuitive sense to do so, to ensure a consistent and reliable quality of service.

Structured assessments via surveys and data collection afford the opportunity to evaluate efforts and improve. Results are shared with campus constituents. An example includes comprehensive surveys sent to students, shortly after move-in and also completed during move-in, providing immediate feedback on the level of service provided by UIS specific to the event. Documents of lessons learned from data collected are drafted to serve as a source document for improvement, to be reviewed prior to the next year's event.

## Support

4. Please answer the following questions about supporting students. Please provide examples of how you have specifically achieved each element within the past year. If you have not considered any of the elements, please explain why.
  - a. List the ways your office/department plays a role in supporting students. Provide specific examples and describe the processes you use.
  - b. What specific goals, theories, ideas, or practices inform these processes?
  - c. Are there other ways you could support students?
  - d. What new goals do you have for the coming year? How will you measure the effectiveness of those goals? How will you continue to improve in this area?
  - e. Describe the systems or method you use to make improvements.
  - f. What could Shawnee State University do institutionally to support you?
  - g. What do you need to better support students?

**RESPONSE:** University Information Services supports students specifically in the following efforts:

1. Student Orientations
2. Student Move-in
3. Student Course Registration
4. Computer Lab Support (during evening hours)
5. UIS Help Desk

The goals of this effort are specific; to communicate to students the technology available for use, to get students connected with the technology they bring to campus, and to provide the students access to technology for learning.

UIS supports students on a daily basis via its Help Desk, to assist students with their technology needs and to resolve technology issues.

UIS looks forward to offering the latest Information Technology (IT) to the campus and is eager to assist students in preparing for the changing needs of business, industry, education and society by ensuring that current learning, administrative and community-based technologies can be securely accessed from wired and wireless networks in academic and administrative areas, student residential and campus green space. New goals for the academic year include:

1. Improve communications via service-specific instructions and consistent information.
2. Improve services with student-use technology including:
  - a. Student Portal (Kivuto) for academic software downloads.
  - b. Help Desk (HEAT) technology upgrade for requests for assistance.
  - c. New technology for Remote Desktop (Bomgar) to assist technicians with resolving connectivity issues in student housing.
  - d. Student email upgrade (Microsoft MyMail)
  - e. Student Official Notification Portlet upgrade
  - f. New technology for Emergency Alerts (Rave)

The effectiveness of these new services will be measured based on the data captured by the technology in use, reporting on criterion established to measure effectiveness, such as number of requests successfully opened and resolved, duration to resolution, successful resolution status on first attempt, number of students who successfully register in a timely manner, and utilization statistics of technology used by the student.

Each year, UIS strives to improve upon the recurring services listed above. We will continue to collect data on each particular effort to evaluate for improvement in subsequent periods. UIS monitors the efficiency of such events, for example course registration, identifying capacity utilization/constraints on application and data servers, average time to completing a registration, error handling etc.

Efficient and effective services to students are not solely based on the technology implemented and utilized. Rather, technology should support the strategic objectives of the institution. The appropriate processes must be in place within each department to use the technology as specified, to engage in appropriate testing of the technology as new releases and modifications occur and to report issues in a timely manner, for accurate resolution. UIS incorporates a number of standard processes for change management and technology approvals. It is critical that campus constituents use the processes in place, for example the Help Desk, to accurately identify the needs of the campus, so that effective prioritization can occur.

UIS upgrades implemented technology via a standard process of testing, approvals and scheduled maintenance periods. A notification advisory system is used to notify the campus when scheduled or unplanned outages occur. Departments serve as the key success factor to understanding and utilizing the processes, procedures and guidelines in place, for continuous improvement to occur.

UIS is re-evaluating the services it offers to students with the goal of re-focusing its efforts in core areas, such as mobile computing and social gaming. A better understanding (via survey and support data) of

the technology students bring to campus will afford UIS an opportunity for measurable improvement.

5. Please answer the following questions about supporting academic departments. Please provide examples of how you have specifically achieved each element within the past year. If you have not considered any of the elements, please explain why.
  - a. List and describe the ways your office/department supports Academic departments. Provide specific examples and describe the processes you use.
  - b. What specific goals, theories, ideas, or practices inform these processes?
  - c. Are there new ways you could support academic departments?
  - d. What new goals do you have for the coming year? How will you measure the effectiveness of those goals? How will you continue to improve in this area?
  - e. What do you need to better support to better support academic departments?

**RESPONSE:** University Information Services supports academic departments specifically in the following efforts:

1. Installing and supporting classroom technologies for instruction.
2. Refreshing computer lab technology (based on documented Refresh Schedule).
3. Student course registration.
4. Computer lab support (visits during evening hours).
6. Technology requisitions for purchase.
7. Providing students with online tutorial software that supports instruction.

UIS supports the latest technologies for academic departments, ensuring that enterprise systems such as Blackboard Learning and Jenzabar (MySSU) operate on a continuous basis on the latest release schedule, and these campus-wide technologies can integrate with academic departmental-specific technology in use for the purpose of shared service on campus.

Classroom technologies are defined by the academic departments prior to the new academic year, installed by UIS with the latest updates prior to the start of classes, and made fully functional for use by enrolled students and the faculty member. UIS communicates with department Chairs and faculty who utilize technology in the classroom, to ensure that technology will support planned instruction during the term.

UIS evaluates new technology for academic purpose, ensuring performance standards are met and licensing requirements for operation are adhered to.

As a new initiative, UIS is promoting its campus-wide license for Atomic Learning Online for use by instructors as a way for students to become proficient in technologies used in the classroom.

New goals for the academic year include:

1. Planned upgrade to Blackboard Learn 9.1sp13.
2. Planned upgrade to Jenzabar MySSU 7.5.5
3. Install new academic-use technology including:
  - a. Jenzabar Academic Planner for student academic plans
  - b. LabStats to monitor and support computer labs.

There is an ongoing dialogue between UIS and academic departments to ensure technology needs are met for each department. UIS needs to improve in its ability to reach out to departments to ensure that technology installed is being utilized and supports intended learning outcomes.

UIS has targeted the new faculty orientation event, to engage these individuals in an effort to better understand the technology available on campus for their use, and to offer its services in support of completing their teaching and learning objectives.

6. How do you design, maintain, and communicate the key support processes that contribute to everyone's physical safety and security?

**RESPONSE:** University Information Services supports the technology investment SSU has made in 2013 to deliver Emergency Notification and Alert services to the campus. UIS developed integration processes to ensure that currently students, faculty and staff can register their contact information, and will be notified via multiple electronic mediums when an official notification is sent to the campus of a pending emergency.

UIS is charged to ensure the campus is aware of the importance of Information Security and protecting its institutional data, and offers a comprehensive program for understanding best practices and the technologies deployed to ensure data security.

UIS also has processes in place for the purpose of communicating and evaluating suspected breaches in Information Security, making responsible individuals aware of an identified incident and providing the collective information needed to evaluate the magnitude and scope of a potential incident.

UIS deploys a network architecture built on the latest security technologies to ensure that systems and networked resources are protected on a continuous basis.

7. How do your results for the performance of processes for Supporting Institutional Operations compare with the performance results of other higher education institutions and, if appropriate, of organizations outside of higher education?

**RESPONSE:** University Information Services has completed a number of independent IT audits in the last several years, and completes an annual audit of IT systems as part of a comprehensive institutional audit of practices and procedures.

In 2010 Corbus LLC completed an assessment of all IT systems and practices and concluded that, “Shawnee UIS maintains an effective IT organization and systems, and has generally rationalized its applications and infrastructure.”

In 2011 The Hackett Group completed a benchmark study, comparing SSU IT data collected to its peers and to world class operations. The SSU Higher Education IT Report stated that “SSU IT costs per end user are close to the peer median, and that SSU supports 3x the number of applications per end user as the peer median.”

SSU’s annual IT audit was completed in May of 2013, with no discrepancies, and positive results.

- a. Have you made any improvements *Supporting Institutional Operations*?

**RESPONSE:** University Information Services is currently engaged in an effort to complete substantive upgrades to its network infrastructure including:

1. Expanding network capacity to 10GB at its core and to all academic buildings.
2. Upgrading its storage area network (SAN) technology
3. Implementing Voice over Internet Protocol (VoIP) telephony.
4. Implementing Unified Communications on campus.
5. Upgrading campus wireless Infrastructure and wireless authentication (ISE)

These upgrades are scheduled to be completed in the summer of 2014.

## Stakeholders

8. Please answer the questions below for each set of stakeholders. When answering the questions, please provide examples of how you have achieved each sub question within the past year. If you did not consider any of the sub questions, please explain why.
  - a. Who are your stakeholders?
  - b. Answer each of the following questions for each stakeholder.
    - i. List and describe the needs of your stakeholders.
    - ii. How do you measure the needs described above? Please provide specific measures and examples. Do you communicate this information to anyone? If so, how. If not, why not?
    - iii. How do you routinely assess if you are meeting their needs? Describe your process. Provide examples.
    - iv. How do you determine if their needs change? Describe your process and any data that informs your process. Provide examples.
    - v. How do you collect feedback from them? Please give specific examples. Do you communicate the feedback to anyone? If so, how? If not, why not?

- vi. How do you measure their satisfaction? How do you measure that you have improved any processes that may fail to satisfy or meet the needs of your stakeholders? Do you communicate this information to anyone? If so, how? If not, why?
- vii. List and describe how you build and maintain relationships with your stakeholders.
- viii. What are your goals for the coming year regarding this stakeholder? How have you used the above to inform this process? What data will you collect to inform the success of attaining these goals?
- ix. What are your performance results for student satisfaction?

**RESPONSE:** University Information Services immediate stakeholders include students, faculty, staff and sponsored guests. Academic and administrative departments are considered stakeholders, specific to their collective needs. External stakeholders include the Board of Trustees (BOT), the Ohio Board of Regents (OBR). And the Inter University Council of Ohio (IUC).

The needs of each stake holder include common needs:

- 1. Secure, network connectivity to campus resources.
- 2. A comprehensive understanding of available technology and its utilization.
- 3. Technical support for implementation and usage.
- 4. Technical issue resolution.
- 5. A comprehensive understanding of technology guidelines, procedures and best practices.

The needs of academic and administrative departments include the above in addition to:

- 1. Assistance with the requisition of technology.
- 2. A comprehensive understanding of technology guidelines, procedures and best practices.
- 3. Support with shared technology and shared services.
- 4. Support needed to integrate technologies with existing systems and emerging technology.

The needs of external stake holders include (both) the above in addition to:

- 1. Technical support for institutional reporting.
  - 2. Efforts to share technologies to realize economies of scale.
  - 3. The advancement of campus technology within its community.
9. What is your evidence that the students completing your programs, degrees, and certificates have acquired the knowledge and skills required by your stakeholders (i.e., other educational institutions and employers)?

**RESPONSE:** UIS does not currently collect data to measure this outcome.

10. How do your culture and infrastructure help you to select specific processes to improve and to set targets for improved performance results in *Accomplishing Other Distinctive Objectives*? **All departments that do programming**

**RESPONSE:** Process improvement for UIS is derived within the data collection inherent in its Help Desk technology, and the ability to report on utilization trends and criterion used to measure performance.

11. How do you determine the satisfaction of your students and other stakeholders? What measures of student and other stakeholder satisfaction do you collect and analyze regularly? **All departments that do programming**

**RESPONSE:** End user satisfaction for students is measured via data collected from direct surveys coupled with direct feedback to the Help Desk. Stakeholder satisfaction data is collected within the Help Desk ticket, encapsulated as a survey for each ticket created, when the resolution email is sent as a follow-up to the requestor. UIS looks to improve upon the data it collects to measure satisfaction, via the upgrade of its HEAT technology, planned in 2014.

## Communication

12. Please answer the questions below regarding communication. In your answers, please provide examples of how you achieved each element within the past year. If you did not consider any of these issues in the past year, please explain why.
- Describe your process for internal communication. How do you alert internal staff to new ideas, changes, or issues?
  - What is your process for external communication? Please provide examples of any forms or publications you use for internal or external communication.
  - Describe how you assess the effectiveness of your communication. What measures do you use or what feedback do you collect? How do you use this to inform practice?
  - What are your new goals to continue to improve your communication process? What data will you collect to measure the effectiveness in achieving these goals?

**RESPONSE:** Internal communications within UIS are managed in the context of weekly staff meetings for the purpose of sharing information. Separate meetings are designed based on individual functions within the department, culminating in a department-wide meeting scheduled each Thursday afternoon to communicate across functions. Regular Friday meetings are reserved for communicating with division leadership and external departments as well as ongoing project discussions. During these meetings, focused issues are resolved, ideas are formulated and plans are constructed. Ad hoc, breakout meetings may develop during the course of one of these meetings, included but not limited to planned webinars and training sessions to stay abreast of pertinent developments.

External meetings take place on a bi-weekly basis to discuss technologies, process needs, progress and issues with campus departments and offices who use enterprise systems. Other communications evolve

based on participation in University-wide committees, and at the specific request of an individual or group needing to have a discussion with UIS, regarding technology and its usage.

Measuring the effectiveness of communications within UIS, is encapsulated within the achievement of established goals, completion of planned projects on time and to specification, and resolving Help Desk requests to the end user's satisfaction. Sometimes the feedback is received within an email forwarded that documents success, or a direct communication within a meeting. Other approvals are documented as part of a process that requires official approval prior to action, for example, moving code changes from the test environment into production. UIS maintains a dashboard on continuous display, articulating technology support requests successfully initiated and resolved.

New objectives specific to improving communications, from which goals will be derived that target improvement, include:

- Developing Organization/Staff
  - Position Structure for Growth and Development
  - Assess Functional Responsibilities and Implement Alignment
  - Resolve Vacant Positions
- Developing Structured Processes
  - Technology Initiatives
  - Technology Development and Implementation
  - Proactive Assessment of Operations
  - Technology Workflow and Electronic Document Management
- Developing Project Methods
  - Collaboration
  - Internal Implementations
  - Joint Ventures, i.e. Facilities, Shared Services
- Re-Focusing on Services
  - Help Desk
  - Unified Communications
  - Students and Classroom

Data will be collected using the technologies in place that can be formulated to measure effectiveness, and thru the continued independent audits of IT systems and processes in place intended to measure effectiveness.

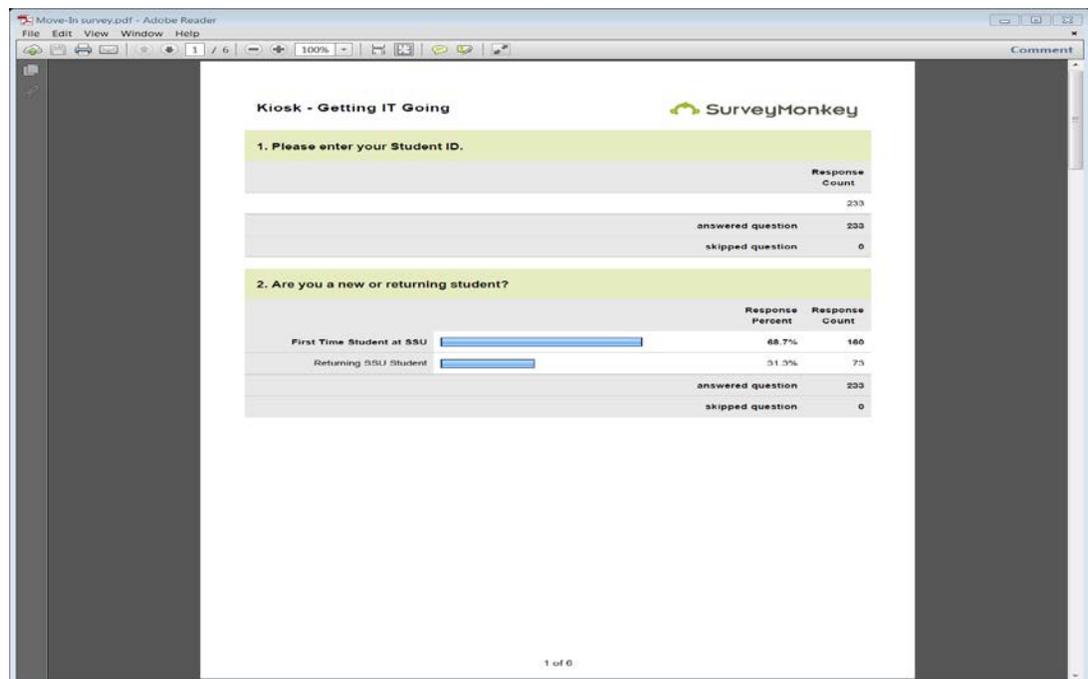
## Data

13. List and describe the measures of effectiveness you collect and analyze regularly. Please provide specific examples from the past year to illustrate each answer.

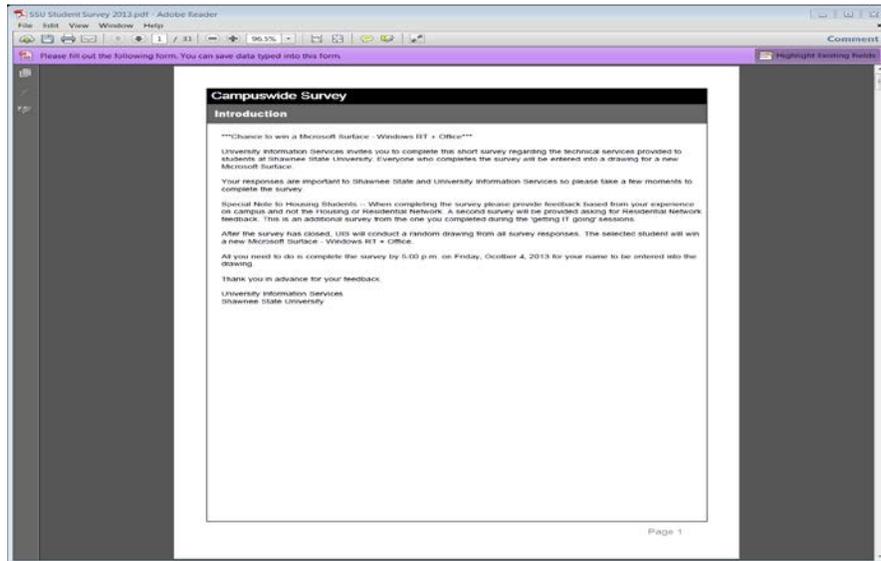
- What data do you collect? Please provide a complete list.
- Describe how you use data. Specifically, describe how you use data to inform decisions, policies, and continuous improvement. Please provide an example of this.
- How do you analyze your data?
- With whom do you communicate your data?
- Describe the measures you take to ensure the integrity of your data.
- How do you compare to similar departments at other institutions? Please provide specific examples of your analysis.
- What are your new goals to improve your data collection and analysis? How have you used data to inform this decision? How will you measure your effectiveness in achieving these goals?

**RESPONSE:** The measures of effectiveness collected within UIS and analyzed regularly include:

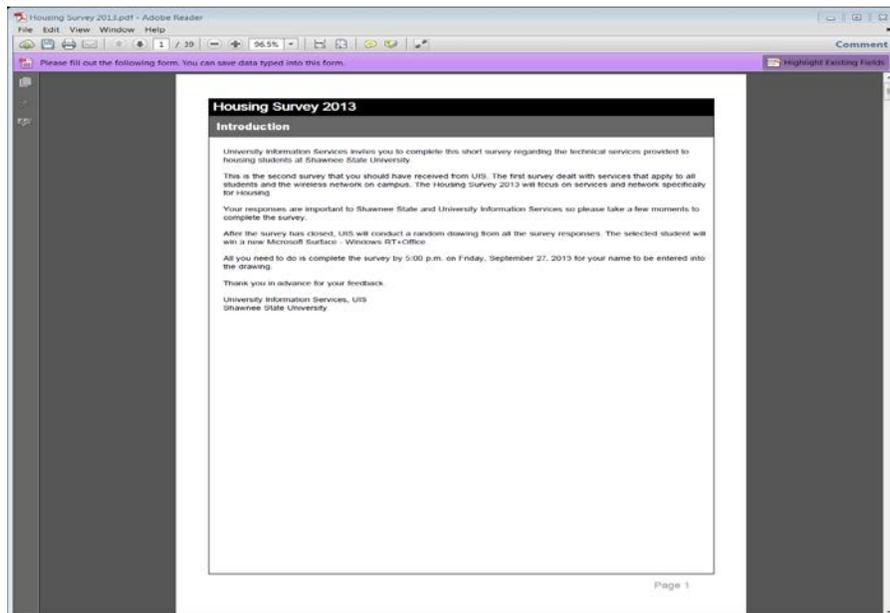
- Getting IT Going Survey for Student Move-in



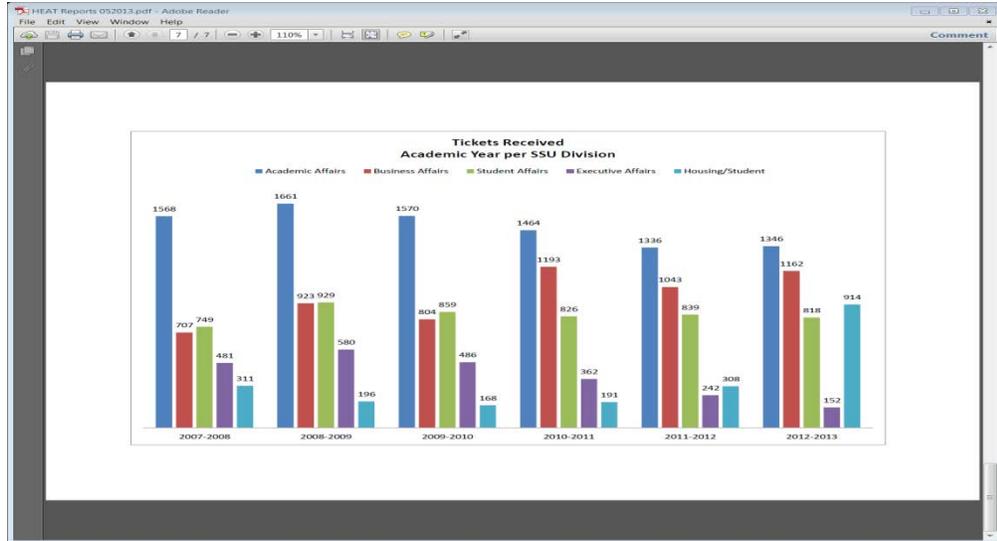
## 2. Campus-wide Survey on Technology



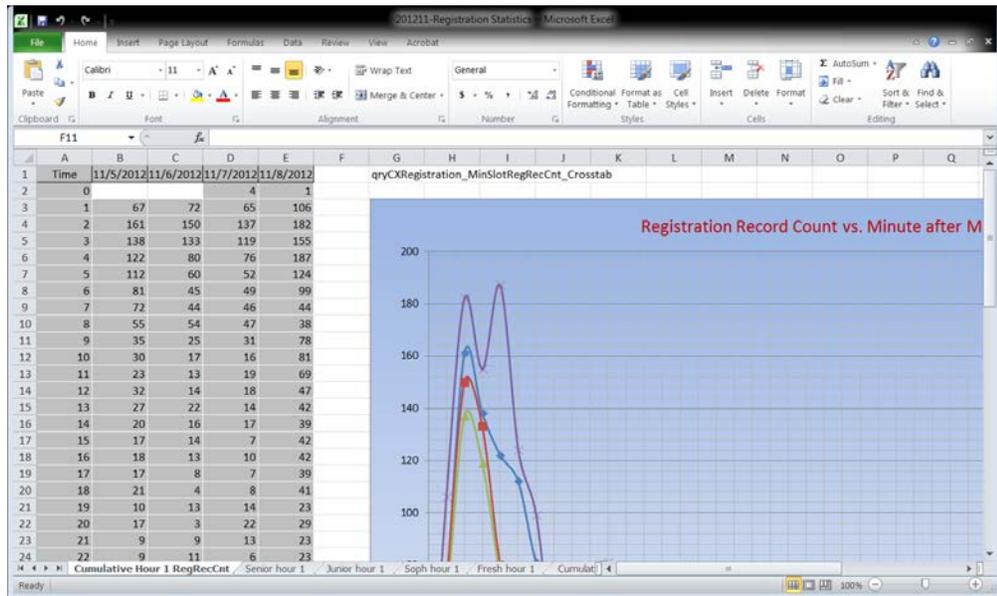
## 3. Student Housing Survey on IT Services



4. Help Desk Data (HEAT) on IT Services



5. Performance Monitoring of Systems (student registration example)



Data is collected and analyzed based on established criterion and evaluated against previous year's data to analyze trends in technologies used and services provided. This data is discussed internally to afford a common understanding of the data within UIS, and used in the course of subsequent efforts for continuous improvement purposes. Data is communicated in leadership meetings and as real time dashboard data for public viewing.

Data integrity is ensured via a service level agreement (SLA) with a 3<sup>rd</sup> party survey collection and reporting service. Help Desk data integrity is encapsulated within the database schema and referential integrity rules of the product. Systems performance data integrity is maintained as system parameters designed to measure performance. This data has not been compared to data of other institutions for higher education, but is included in the data provided during annual IT reviews, when requested.

Planned data collection improvements for surveys are part of the continuous process that UIS engages in, to ask questions that will elicit responses that can be used for IT improvements. The questions of surveys are reviewed each year by multiple staff within UIS, for the purpose of validating and improving the surveys. IT service data collection improvements are encapsulated within a planned upgrade in 2014 of the HEAT technology itself, providing an opportunity for enhanced data collection and process analysis.

14. Do you have unmet data support needs? Is there data that you need that you do not believe you have access to in order accomplish?

**RESPONSE:** No, not at this time. It's more of a challenge for UIS to have the capacity and resources to analyze all of the data it has in its possession. It has become an ongoing learning process, to better understand the data that we collect. There is an art to analyzing data, just as there is a science to it.

## Employees and Training

15. Describe how you train new employees.

- a. How do you identify the specific credentials, skills, and values required for faculty, staff, and administrators?
- b. How do your hiring processes make certain that the people you employ possess the credentials, skills, and values you require?
- c. How do you recruit, hire, and retain employees?

**RESPONSE:** New employees are trained based on the job description that was developed for the specific employment role within UIS. The job description itself is designed to identify and evaluate skills and credentials to be successful within the role. Specifically:

- Principal Duties and Responsibilities
  - Service Strategy Tasks
  - Service Design Tasks
  - Service Transition Tasks
  - Service Operation Tasks
  - Service Improvement Tasks
  - Personal Improvement Tasks
- Minimum Knowledge, Skills and Abilities Required
- Working Conditions
- Reporting Relationship(s)

Training is delivered to the individual based on the role and skills needed to be productive with the latest technologies utilized. The hiring process re-enforces the skills and abilities required by ensuring pre-requisite degrees, certifications and testing required, is adhered to. Hiring committees are formulated to ensure that candidates are evaluated appropriately. The HR office is instrumental in the hiring and evaluation process, placing advertisements in specified target markets and providing for seamless transition of the selected candidate into employment at SSU.