Highline College Institutional Effectiveness Department Report 2020-2021

Department information	
Department name	Information Technology Services
Date this report was completed	July 2020
Staff who contributed to this report	Tim Wrye, Pat Daniels, Laurinda Bellinger, Theresa Duhart, Phil Wilson, Mark Wynne
Department Mission statement (if applicable)	Information Technology Services is a customer-focused organization that strives to provide secure, reliable, efficient, and accessible technology solutions for Highline College students, faculty, and staff. ITS staff focus is on leveraging current and emerging technologies and resources to support students, faculty and staff while managing risk and delivering services in the most efficient, cost-effective way.

Taking stock of 2019-2020
Describe 2-5 major accomplishments for 2019-2020. For each accomplishment, identify the related objective or indicator from the Mission Fulfillment Report (MFR), and describe the evidence you used to assess this accomplishment

COVID-19 Response & Support (Core Theme 1, Objective 2; Core Theme 4, Objectives 1 & 2)

The spring of 2020 presented a new and unique challenge to the entire college community, but especially to staff in ITS as they responded quickly to provide equipment, documentation, and support to Highline faculty, staff, and students to be able to teach, work, and learn remotely, all while adjusting to providing that support remotely themselves.

- ITS staff coordinated with the Incident Command System to deliver multiple technology surveys to students, faculty, and staff to help determine the needs of the college community as accurately as possible.
- Nearly 1000 pieces of technology equipment were procured, configured, and delivered to students, faculty and staff through a newly developed, by-appointment-only drive-through equipment pickup process, including laptops, Chromebooks, and internet hotspots.
- Additional licenses were acquired and configuration changes made to facilitate remote communications with Zoom, "soft phone" applications for voice communications, and expanded Virtual Private Network (VPN) access for secure connectivity to campus networks.

- ITS staff provided new and creative methods for students to gain access to specialty software required for classes which previously had required students to be on campus.
- Labs for Computer Information Systems (CIS) classes, including BAS programs, were transitioned fully to virtualized/online labs to allow CIS classes to be taught fully remote.
- Partly driven by the demands of the college's COVID response, ITS staff responded to a record number of help desk support tickets over the last academic year, with a total of 29,306 tickets opened and 29,062 tickets closed.

Campus Infrastructure and Facilities Improvements (Core Theme 1, Objective 2; Core Theme 4, Objective 2)

In the first half of the year, ITS staff spent a great deal of effort supporting the completion of and move-in to the new Allied Health labs, facilities, and faculty offices in Building 26. These labs included new advanced simulation equipment for nursing and respiratory care, as well as a new computer lab and updated classroom equipment throughout the building. Infrastructure Services also supported the installation and configuration of a new access control system which is the first part of a planned campus-wide upgrade.

Infrastructure Services has also made significant improvements to campus network and server infrastructure, including new wireless network controllers and access points, replacement of the campus backup system enabling restoration of campus servers to the cloud, and replacement of the primary campus data storage.

IT Security Improvements (Core Theme 4)

This year saw several improvements in the college's IT security stance. These included:
- A new IT security training program, Junglemap, for college staff, featuring multiple short "nano-lessons" delivered over time via email.
- New data classification and security software, Sonar, to assist in identifying sensitive data at risk in college network storage.
- Expansion of DUO multi-factor authentication services from ITS staff to other high-risk areas of campus, starting with Finance.
- Beginning to formalize a risk-assessment process for departments handling sensitive data

ctcLink Transition (Core Themes 1, 2, and 4)

October 2019 marked the official start of Highline's ctcLink Implementation as part of Deployment Group 4 (DG4). Pat Daniels, Associate Director of ITS, now leads a ctcLink team within ITS that includes a Project Coordinator and two Business Functional Analysts, one for the Campus Solutions (CS) pillar, supporting Student Services and Academic Affairs, and one for the Finance (FIN) and Human Capital Management (HCM) pillars, supporting Finance and Human Resources.

Since the kickoff sessions in the fall, Highline's 80+ Subject Matter Experts (SMEs) have participated in numerous Business Process Fitgap Sessions (BPFGs) with SBCTC project staff and colleagues from other DG4 colleges, as well as completed nearly 300 system configuration assignments, performed data cleanup in the legacy system, participated in data validation exercises following the first two rounds of data conversion. At the same time, SMEs have continued to work on future state process documentation and change impact analysis activities to support and inform a successful transition.

Our implementation is on a tight timeline with little flexibility in the schedule for all the activities which must be completed by Go-Live, and COVID-19 disrupted planned project activities as it did all of our work and teaching across campus. However, we watched our DG3 colleagues go live in an all-remote COVID environment in March and May, and made adjustments in our project plans to allow Highline SMEs to complete project activities remotely as well, including providing additional equipment and virtual support sessions.

Department strengths

ITS staff are very skilled, knowledgeable, and customer service oriented. They have strong dedication to the college and to the success of our employees and students. ITS employees are engaged in the college community in many cross-campus committees and work efforts. ITS maintains a strong and resilient campus technology infrastructure, and has been innovative in implementation of both sustainability and IT security initiatives on campus.

Department challenges

Documentation of standard operating procedures and internal processes remains an ongoing challenge. While in many areas of operation we have been very strategic in acquiring innovative tools and technology, day-to-day operations often are stuck in a reactionary mode and we have failed to achieve all the operational efficiencies across the college and with all staff as is possible. While we have strong IT security tools in place, we have gaps in procedures such as campus-wide risk

assessments, and in the actions of end-users in responding to social engineering attacks. In many areas of ITS, we are "one-deep" in terms of staff support for specific tools or activities, and we would like to see better cross-training and border support in those areas.

Areas you would like to improve

ITS Leadership has developed a strategic plan, but we would like to better engage the campus community in more formal governance and constituent input, as well as develop appropriate and clear metrics for ITS goals and objectives. We have developed templates for documentation and standard operating procedures, but need to complete that documentation across the department. Recent staffing realignment has provided the capacity for more formal risk assessments which we have begun to pilot and expect to roll out across campus this year.

2020 - 2021 work plan development

Goals: Identify 3-6 goals for your department for 2020-2021. Each goal should be associated with the core theme objective or indicator that best relates to the desired outcome of your work. In parentheses after each of your goals, describe the evidence you plan to use to assess the achievement of that goal.

Not every objective or indicator will have an associated goal from your department, and you are welcome to delete the Core Themes/Objectives/Indicators that are NOT directly related to your goals for 2020-2021.

Successful transition to ctcLink

Core Theme 1, Objective 2; Core Theme 2, Objective 2; Core Theme 4

With Highline's ctcLink Go-Live scheduled for February of 2021, the college's successful transition is our primary focus for this year. While most of that effort to date has been and will continue to be from the project team supporting the rest of the campus in business process analysis and change management, this year will require significant additional effort on the part of both the Customer Services and Data, Development and Integration teams in supporting faculty, staff and students through the change and transitioning supporting applications and integrations to the new ctcLink data structures. (Evidence: Successful processing of college business across pillars post Go-Live; e.g. processing Payroll (HCM), processing Purchasing and Accounting transactions with outside vendors, successful tuition collection (FIN), successful student registrations and financial aid disbursements for spring 2020 (CS). Students and employees successfully activated accounts in ctcLink and utilizing self-service functionality. Local applications, reports, and third-party integrations successfully consume ctcLink data for continued operations.)

Continued IT Security Improvements

Core Theme 4

With the majority of the college's workforce operating remotely, there is a heightened concern about the security of Highline's systems and data. While we made improvements last year, we continue to work on implementation and expansion of tools and systems which will put the college on even better footing. These efforts include the implementation of a hybrid network security tool and service called Crowdstrike which will increase our visibility into and responsiveness to activity which could result in a breach. ITS is also continuing our expansion of DUO multi-factor authentication to staff in departments which handle protected data. We also will be making an effort to improve the response rate to our new Junglemap IT Security training. (Evidence: Completed deployment of Crowdstrike agent to all college desktop and mobile devices. Deployment of MFA for VPN, desktop, and critical application access for Finance, Financial Aid, and Enrollment Services staff. 80% completion rate across all employees on Junglemap cybersecurity training.)

Implementation of Mobile-First Device Strategy

Core Theme 4

While the response to the COVID-19 crisis during spring was largely successful in making sure the majority of faculty, staff, and students had equipment and resources needed to complete their work and classes, it also highlighted many disparities in access. In planning our path forward for the near term when we know we must remain working remotely and for an uncertain future, ITS is shifting some strategies to better support our users. These strategies include shifting faculty and staff device purchases toward mobile-first, initiating new mobile device support and maintenance strategies, accelerating movement toward cloud-based storage and applications, and expanding utilization of existing tools and resources such as the Software2 AppsAnywhere application virtualization. ITS Customer Services is establishing new hardware and software standards for academic and administrative departments based on the current situation and the common needs of campus users. It is the goal of ITS to adhere to these standards to maintain a reliable and efficient computing environment for all users. (Evidence: 20% of full time faculty and staff assigned a mobile device as their primary college equipment. On-premises student file storage retired and fully migrated to cloud services (e.g. Google Drive). 25% of college departments migrated from on-premises file storage to cloud services.)

Improvements to ITS Campus Engagement

Core Theme 1, Objective 1; Core Theme 2, Objective 2; Core Theme 4

While ITS staff maintain strong relationships across campus, ITS Leadership is aware of the lack of formal conduits for constituent input to ITS decisions. Development of a campus Data Governance structure is a requirement of our ctcLink implementation and is the highest priority, followed by an Educational Technology Committee in cooperation with Academic Affairs, which will include student representation. In addition to formal structures, ITS continues to work on improving informal communications, including a Customer Services plan for Technology Roundtables to provide an opportunity for ITS to collaborate with and engage campus faculty and staff on their technology needs, share projects underway in departments and ITS that enhance campus technology capacity, and provide an opportunity to collectively identify and address support issues and concerns. (Evidence: Formal approval and start of operation for both Data Governance and Educational Technology Committees. Campus participation in Customer Service Technology Roundtables.)

Core theme 1: Promote student engagement, learning, and achievement
Objective 1. Students engage with their curriculum, campus, and community for a meaningful educational experience.
Objective 2. Diverse teaching methods, innovative curricula, and student support services fulfill the learning needs of students.

Core theme 2: Integrate and institutionalize diversity and globalism throughout the college

Objective 2. Student support and business services initiatives successfully meet the needs of students from diverse backgrounds.

Core theme 4: Model sustainability in human resources, operations, and teaching and learning

Objective 1. The College recruits, retains, and develops a highly qualified workforce.
Objective 2. The College demonstrates good stewardship of financial resources while ensuring sufficient resources will be available in the future.

Suggestions to improve this report or process

As the college revisits our Core Themes following the fall 2020 Accreditation visit, more broadly engage the entire campus to make sure that there are applicable Objectives and Indicators for all areas of campus. While ITS functions and activities broadly support campus operations across all core themes, specific connections to indicators have often been difficult to make. Ensuring the inclusion of

objectives and indicators with real connection to all areas of campus will help staff make better personal connections between their work and the overall goals of providing opportunities for the success of our students.