#3

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Sunday, December 19, 2021 1:37:01 PM
Last Modified:	Tuesday, December 21, 2021 10:17:00 AM
Time Spent:	Over a day
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Page 1: I. Service Area Overview and Update

Q1

I.1 Service Area for Review:

Instructional Technology Services. This is not a formal designation we use on campus but for the purposes of this document, it includes the Help Desk, Instructional Computing Services (ICS), Instructional Media Services (IMS), the Web Team, and the Distance Education team. Learning and Technology Resources includes Tutoring and Library, which do separate program reviews.

Q2

1.2 Lead Author:

Jodi Reed

Q3

I.3 Collaborator(s):

Bryan Cooper, Adam Andrews, Brianna Brown

Q4

Manager(s):

Alicia Muñoz

Q5

I.4. Please summarize the changes, additions, and achievements that have occurred in your service area since the last program review. You can access the 2021 program reviews on the program review webpage.

Our area has been heavily impacted by the COVID-19 pandemic and early retirements. In the face of this, our teams worked hard and innovated to mobilize resources to support the transition to remote work and the return to campus.

ADMIN
ADMIN PERSONNEL CHANGES: Kerry Kilber accepted a district interim Vice Chancellor position in April and was replaced with Jodi Reed as interim dean in April. Nancy Asbury announced her retirement as Administrative Assistant III. Her last day is January 7th. A new Admin Assistant III will hopefully be selected and in place by January.

INSTRUCTIONAL COMPUTING SERVICES/HELP DESK
ICS PERSONNEL CHANGES: The team lost 3 senior positions: Sherri Braaksma (Instructional Computer Facilities Supervisor), Steve To (Network Specialist II), and Joe Souza (Network Specialist II). Bryan Cooper stepped into the Instructional Computer Facilities Supervisor position as an out-of-class transfer. We recruited for 2 Network Specialist II positions and hired Matt Wyatt, who will begin in January 2022. The second position was turned down by 2 applicants who said the salary was not competitive. The position was reopened and will hopefully fill in Spring 22. The transition has been challenging. Not only has the work situation been chaotic, but key information was lost with retired staff and it has been time-consuming to reconstruct important missing details and workflows.

OTHER ICS CHANGES AND ACHIEVEMENTS: ICS and Help Desk remain extremely busy supporting remote work and return to campus due to the COVID-19 pandemic. This has increased the workload. For example, ICS now manages hundreds of laptops for remote faculty, staff, and students. As well, classroom computers need updates due to being unused during the campus shutdown. Complex work has been slowed by unfilled Network Specialist II positions. While district staff helped prepare classrooms for fall 2021, there is currently a backlog of complex work such as updating complex software in computer labs and imaging new laptops ordered to replace those given to faculty and staff for working at home. The team is struggling to keep up with the most urgent requests and most staff have supported efforts by completing tasks not normally in their workflow. Help desk requests also increased and shifted to serve faculty and staff working at home and returning to work. The team is optimistic that the new Network Specialist II's will reduce the backlog of technology requests, but at this point, the team is working in triage conditions due to increased workload and early retirements of key staff.

INSTRUCTIONAL MEDIA SERVICES (IMS)
IMS PERSONNEL CHANGES: Bryan Cooper left the Interim Instructional Media Services Lead position to serve as Interim Instructional Computer Facilities Supervisor. Adam Andrews stepped in to lead the team in Bryan's absence. Adam's position as Instructional Media Services Technician SR. has not been replaced.

OTHER IMS CHANGES AND ACHIEVEMENTS: IMS has been heavily impacted by the campus closure and repopulation. The district is using federal COVID relief funding to provide HyFlex classrooms and digital signage. IMS helped develop a prototype HyFlex room, 10 pilot classrooms, and a conference room. IMS also trained interested faculty in equipment use once the initial prototype was in place. A few of these rooms are ready for HyFlex and the remaining pilot classrooms will be installed by IMS after equipment delivery due to supply chain issues. Over 60 additional classrooms will be upgraded to HyFlex in spring and summer. IMS will design and order the HyFlex room equipment and work with contractors to install and program the equipment. The HyFlex equipment upgrades will replace old equipment that was unable to support current digital technology. IMS is currently also steering the design and purchase of equipment to provide digital signage that can be used to provide current COVID and program information. These screens will integrate with our emergency system to broadcast information in an emergency.

The IMS team assisted with technology support after the campus shut down. In addition to designing and installing HyFlex classroom equipment and designing solutions for digital signage, they are also ensuring classroom media equipment and instructor stations are ready for use (some have been vacant for almost 2 years).

DISTANCE EDUCATION (DE)
DE PERSONNEL CHANGES: The Web team lost Rhonda Bauerlein as Instructional Design Technology Specialist. Frank Moore transferred from the district (out-of-class) and we will open this position for a permanent replacement in spring 2022. Jodi Reed left the Distance Education Coordinator position to serve as Interim Dean. Brianna Brown replaced Jodi and brings an exciting new perspective and energy to the role.
The DE Coordinator release time was increased from 0.60 to 1.0 in fall 2020. Given that the number of DE courses was already steadily increasing and is still double what it was before COVID, we feel this increase is still essential.
OTHER DE CHANGES AND ACHIEVEMENTS: Rhonda and Jodi led the huge shift to online after the campus shut down in spring 2020. This was followed by responding to increased training and support needs. After COVID hit, DE-related questions increased dramatically from about 10 questions per day to over 100 for the DE coordinator. This stabilized after teachers gained experience and training.

In the summer of 2020, almost 200 teachers completed Teaching Online Certification (TOC) or Emergency Remote Teaching (ERT) Training. While this was a heavy lift, the rapid improvement in technology skills has had a positive impact on teaching and learning and how the college does business and serves students.

Though new to the DE Coordinator position, Bri Brown has already made an impact. Here are some of the exciting developments:
POCR. Josh Franco initially led our Peer Online Course Review (POCR) program and Bri was able to mobilize federal stimulus funding to appoint a new leader when Josh stepped down.   All who have participated found it extremely valuable for improving their online courses. We hope to continue funding for POCR in the future. This funding is also supporting faculty mentors, including a HyFlex mentor. Frank will help to assess accessibility after completing the @ONE POCR training.
HYFLEX. Bri worked with the Teaching and Learning Coordinator to develop and deliver HyFlex training. We started with 2 pilot teachers in fall 2021 and will have 7 HyFlex teachers in spring 2022. This modality will provide more flexibility for students in the future.
TRAINING. Bri and Frank are partnering with Grossmont to offer the first district-wide "Winter Camp," a mini-conference in January, focusing on online teaching and equity. Bri has also been asked by the state to develop and teach a new @ONE course on contract grading, an approach that holds promise for reducing equity gaps.

WEB TEAM
Rocky Rose serves as Web Development and Support Specialist. This position was able to transition to remote work without much fuss.
Rocky helped to support a College website redesign that was launched in 202 and is still helping to improve some of the less successful changes. He also helped train faculty and staff on the new content management system and updates to that system. Given the increase in remote services, the website is more important than ever.

Page 2: II. Student Learning Outcome/Service Area Outcome Assessment and Student Success

Q6

II.1. Administrative service areas collect data in many different ways. Please discuss the access, success and/or other data that your service area is using to inform its plans for the year and/or to evaluate its progress. This may include the number of students, employees, or community members served, survey results, or other reports prepared by the department and external organizations.

ICS and IMS teams have barely kept up with the changes and demands from personnel changes and the pandemic. Because of this, we have not made an effort to collect data for program review for ICS and IMS.
DE data showed steady increases in online classes over the past 5 years. We also look at success and retention, which were the second-highest in the region in the most recently assessed data ((19-20). Fall 2020 data shows high success due to excused withdrawals. Despite improvements in online success and retention, equity gaps are still higher for online courses than for face-to-face courses.

Q7

II.2. How has this data impacted the goals set in your Spring 2020 comprehensive program review?

DE goals include improving success and retention and reducing equity gaps. A previous goal to develop and assess service area outcomes for ICS, IMS, and Web teams has been carried forward.

Q8

OPTIONAL: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

SDICCCA DE Update 2021 with college data.pdf (934.4KB)

Q9

II.3. Please describe the most significant or impactful ways your service area worked across the college to advance the college's student success & equity goals and strategic priorities over the past year?

Our ICS and IMS teams supported remote work and instruction over the past year, with most staff learning and completing new kinds of tasks on campus as essential workers.

DE training has focused on improving success and retention and reducing equity gaps. The new DE Coordinator was selected with this in mind. The DE team piloted Peer Online Course Review (POCR) to align online courses to the CVC Course Design Rubric and Peralta Equity Rubric adopted by the Academic Senate.

Q10

II.4. What did your service area learn from the transition to remote operations over the past year? How can this be used to improve the student experience and operational improvements in the future?

Our teams have been an integral part of supporting remote teaching, learning, and work. We are optimistic that the huge investment in time by faculty and staff will vastly improve the student experience by continuing remote services and operations. We expect Zoom to remain the preferred meeting modality and a useful way to work with students. We expect Canvas to continue to see increased (and improved) use by teachers to more effectively teach students. We expect to see continued interest in online teaching and new modalities like HyFlex or online/hybrid classes that integrate Zoom.

We hope that flexibility can be offered to staff who have work that can be completed remotely- this would help to increase our pools when we recruit for technology jobs since our salaries are not competitive and tech workers are seeking remote work opportunities.

Page 3: III. Previous Goals: Update

Q11

1. Previous Goal 1:

TECHNOLOGY PLANNING AND BUDGET.
Identify stable base budget for technology replacement, supplies and tools. Streamline PPIS process, create clear web presence outlining the technology request process.
We need to ensure our internal planning processes occur on a systematic basis and allow for proper maintenance, replacement, and life cycle management of our instructional technology assets. In addition, there needs to be a clear, transparent process for technology governance.

Q12

2. Which College Strategic Goal does this department goal most directly support? (Check only one)

Organizational Health

Q13

3. Goal Status

In Progress - will carry this goal forward into next year

Page 4: III. Previous Goals: Update continued

Q14

Please describe the results or explain the reason for deletion/completion of the goal:

Respondent skipped this question

Q15

Do you have another goal to update?

Respondent skipped this question

Page 5: III. Previous Goals: Update continued

Q16

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

We updated the 5-year replacement plan for computer labs, smart classrooms, instructional software, and employee computers. This year we added Macs and laptops to the list and added more details to aid planning and shared the document with the College Technology Committee. This plan has reduced the number of technology requests and helps the college understand the Total Cost of Ownership for technology, which is critical to maintaining instruction and services.
21-22 steps:
•   Update plan based on purchases and funding
•   Meet with the VPAA to discuss funding
•   Consider ways to assess technology use and effectiveness and reduce costs
•   Consider ways to improve communication about funding and planning

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Q17

Do you have another goal to update?

Yes

Page 6: III. Previous Goals: Update continued

Q18

1. Previous Goal 2:

CORNERSTONE
Adopt Cornerstone, a professional development solution, that will help us deploy and track professional development for faculty, staff, and administrators

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Q19

2. Which College Strategic Goal does this department goal most directly support? (Check only one)

Organizational Health

Q20

3. Goal Status

Completed

Page 7: III. Previous Goals: Update continued

Q21

Please describe the results or explain the reason for deletion/completion of the goal:

Cornerstone was adopted and implemented and is in use by the new Teaching and Learning Coordinator as Vision Resource Center.

Q22

Do you have another goal to update?

Yes

Page 8: III. Previous Goals: Update continued

Q23

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Respondent skipped this question

Q24

Do you have another goal to update?

Respondent skipped this question

Page 9: III. Previous Goals: Update continued

Q25

1. Goal 3:

CVC CONSORTIUM
Determine whether the college wants to participate in the state-wide CVC Consortium.

The demand for Distance Education continues to increase locally, regionally and nationally. An Inside Higher Ed article Number stated that the proportion of college and university students taking classes online grew solidly in 2017, as overall postsecondary enrollments fell. It further stated that without online education, college and university enrollments would be declining even more. If the college wants to remain competitive in terms of enrollment management, we need to explore every avenue available.
The Distance Education Coordinator has been discussing this in the Online Teaching and Learning Committee and with Academic Senate. We were waiting on the release of the application for the CVC/OEI Consortium. It was released on January 17, 2020. The district-wide Canvas Working Group will start the discussions on how best to start the process. The DE Coordinator will also bring to OTLC and Academic Senate. A Self-Assessment packet must be completed, as well as some technical requirements, such as uploading our online courses to the Finish Faster site. An Off-Cycle Technology Request has been submitted for Finish Faster and the Statement of Work assessment is in progress, meaning that District IT is working on figuring out how to do this. In addition, we need to demonstrate Academic Senate support via affirmation or resolution.

Q26

2. Which College Strategic Goal does this department goal most directly support? (Check only one)

Guided Student Pathways

Q27

3. Goal Status

In Progress-will carry this goal forward into next year

Page 10: III. Previous Goals: Update continued

Q28

Please describe the results or explain the reason for deletion/completion of the goal:

Respondent skipped this question

Q29

Do you have another goal to update?

Respondent skipped this question

Page 11: III. Previous Goals: Update continued

Q30

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Student Services has been reluctant to move forward due to increased workload from COVID and student enrollment fraud. We would like to take the first step by submitting minimal paperwork to become a "Home College." This would allow students to enroll in online classes at a consortium "Teaching College" without completing a separate application.
We will continue to hold Consortium task force meetings to encourage moving forward with the Home College paperwork. Once that is completed, we will consider joining the consortium.

Q31   **Yes**

Do you have another goal to update?

Page 12: III. Previous Goals: Update continued

Q32

1. Goal 4:

OMNI UPDATE TRAINING
Provide training to faculty and staff on the new Content Management System, Omni Update.

Q33   **Organizational Health**

2. Which College Strategic Goal does this department goal most directly support? (Check only one)

Q34   **Completed**

3. Goal Status

Page 13: III. Previous Goals: Update continued

Q35

Please describe the results or explain the reason for deletion/completion of the goal:

Rocky Rose trained faculty and staff on the Web Content Management System updates.

Page 14: III. Previous Goals: Update continued

Q36   **Respondent skipped this question**

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Page 15: IV. New Goals

Q37   **Yes**

Would you like to propose any new goal(s)?

Page 16: IV. New Goals continued

Q38

1. New Goal 1:

NOTE - THESE ARE PREVIOUS GOALS -- second was completed so info below is for #5

PREVIOUS GOAL 5: SERVICE AREA OUTCOMES FOR ICS, IMS, AND WEB TEAMS
Revise outcomes for the service areas and identify ways to assess them.

PREVIOUS GOAL 6: PROVIDE UNINTERRUPTED INSTRUCTIONAL DESIGN SUPPORT SERVICES
Provide uninterrupted critical support services to faculty.
Completed/Deleted - Rhonda Bauerlein was replaced with out-of-class transfer Frank Moore. The permanent position is in recruitment.

Q39   **Organizational Health**

2. Which College Strategic Goal does this department goal
most directly support? (Check only one)

Q40

3. Please describe how this goal advances the college strategic goal identified above.

PREVIOUS GOAL 5: SERVICE AREA OUTCOMES FOR ICS, IMS, AND WEB TEAMS
Revise outcomes for the service areas and identify ways to assess them.

Connecting our work to the strategic priorities of the college will help us do a better job of prioritizing our work and ensuring that we are using our finite human and technological resources wisely. By defining clear service outcomes and ways to assess them we can better define our process and practices in support of college initiatives.

Q41

4. Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:

We need to collect and analyze data.

Q42

5. Action steps for the Next Year:If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).

Work with the IESE Office and SLO Coordinator to identify data that may be useful for service area planning and improvement (e.g., related to department goals and services). Work with classified staff in various areas to determine meaningful goals that can be assessed.

Q43

6. How will this goal be evaluated?

This will be completed if we develop outcomes and collect data.

Q44   **Yes**

Do you have another new goal?

Page 17: IV. New Goals continued

Q45

1. New Goal 2:

IMPROVE ONLINE SUCCESS AND RETENTION AND REDUCE EQUITY GAPS

Q46   **Student Validation and Engagement**

2. Which College Strategic Goal does this department goal
most directly support? (Check only one)

Q47

3. Please describe how this goal advances the college strategic goal identified above.

This goal supports the new college mission and is important given the increased percentage of courses offered online.

Q48

4. Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:

While data shows improvements in online success and retention, equity gaps are still higher for online classes than for face-to-face classes.

Q49

5. Action steps for the Next Year:If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).

• Continue Peer Online Course Review progress to improve Online Courses and enrollment. To do this, we would need to augment the DE budget to fund a POCR coordinator and stipends for participants and reviewers.
• Continue 1.0 LED for DE Coordinator
• Continue training focused on improving success and retention and reducing equity gaps.

Q50

6. How will this goal be evaluated?

Retention and success are analyzed annually.

Q51   **Yes**

Do you have another new goal?

Page 18: IV. New Goals continued

Q52

1. New Goal 3:

PROVIDE UNINTERRUPTED TECHNOLOGY SUPPORT SERVICES

Q53   **Organizational Health**

2. Which College Strategic Goal does this department goal
most directly support? (Check only one)

Q54

3. Please describe how this goal advances the college strategic goal identified above.

Technology is critical to everything we do. Support is necessary for functioning on-campus classrooms and effective on-campus and remote work.

Q55

4. Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:

Our work shifted to remote after COVID and is now shifting back to campus.

Q56

5. Action steps for the Next Year:If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).

•	Hire a permanent replacement for the Instructional Computer Facilities Supervisor position.
•	Hire a permanent replacement for the Instructional Media Supervisor position.
•	Hire a permanent replacement for the Instructional Media Lead (Sr) position.
•	Increase the Computer Lab Tech 1 position from 10 month to 12 months.
•	Purchase 6 laptops for tech support staff so they can develop and troubleshoot images for the increased number of laptops used on campus and remotely.

•

Q57

6. How will this goal be evaluated?

We will assess the current project lists and help desk logs for IMS and ICS to track the number of completed projects and help requests.

Q58	**No**
Do you have another new goal?	

Page 19: IV. New Goals continued

Q59	**Respondent skipped this question**
1. New Goal 4:	

Q60	**Respondent skipped this question**
2. Which College Strategic Goal does this department goal most directly support? (Check only one)	

Q61	**Respondent skipped this question**
3. Please describe how this goal advances the college strategic goal identified above.	

Q62	**Respondent skipped this question**
4. Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:	

Q63

5. Action steps for the Next Year:If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).

Respondent skipped this question

Q64

6. How will this goal be evaluated?

Respondent skipped this question

Page 20: Resources Needed to Achieve Goal(s)

Q65

What resources is your program requesting this year to achieve the program's goal(s)?

Technology Resource Needs

Page 21: Resources Needed to Achieve Goal(s) continued

Q66

1. Administrator Position Request 1:a. Description

Respondent skipped this question

Q67

b. Please share how this position will advance one or more of your service area's current goal(s):

Respondent skipped this question

Q68

2. Administrator Position Request 2:a. Description

Respondent skipped this question

Q69

b. Please share how this position will advance one or more of your service area's current goal(s):

Respondent skipped this question

Page 22: Final Check

Q70

Are you ready to submit your program review?If you would like to go back and review a section, select a section a click "Next."

I am ready to submit my program review