



INFORMATION TECHNOLOGY

Program Review

October 2023

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Instructional Technology Program Review

Executive Summary

The Information Technology (IT) Department provides computer hardware, software, phone, and technical support to the staff, faculty, and students at Cerro Coso. The department also assists with research and best practice recommendations for policies and procedures for the use of technology and makes recommendations to the college on the use and implementation of future technologies. The IT department works closely with our sister colleges Bakersfield and Porterville, along with the District Office IT staff to set standards and purchase and implement common technologies.

The IT staff at Cerro Coso is a highly trained and motivated group that works well together and shares a common goal of student success. It is important that we keep the staff trained and ahead of the technological curve to continue to provide the college and stakeholders with the high level of value-added services they have come to expect.

For the IT department to continue to grow and maintain our high standards of service we must have effective two-way communication: IT needs to keep the college community informed of changes that will impact our current environment and the college must keep IT informed of changes that will affect our future environment. To provide core services both in and out of the classrooms, IT must communicate with all campus committees and stakeholders.

The Cerro Coso Community College Information Technology department envisions a learning environment rich with innovative, value-added, reliable, standardized systems and trained, efficient, and reliable support staff. The greatest strengths of the IT department are customer service, flexibility, and collaboration. The department's number one goal is to provide the best level of service to the college community that we can. In addition to customer service the department takes pride in providing technologies that are reliable and current and that provide value to the college's mission and goals.

The department is always looking for ways to improve the type of technologies and services provided. One area that needs improvement is audio visual support. The department needs expertise in the areas of live streaming and audio equipment configuration. Ideally, the department wants to hire a staff member with these skills; however, for now the department will look for training for the current staff.

Technology is continually changing, and IT must adapt to these changes to ensure our students, staff, and faculty have the tools needed to be successful. IT has identified an action plan to allow the department to be proactive instead of reactive. This plan includes keeping technology current with a 7-year hardware replacement plan, continued updating of the technology in the classrooms, and keeping IT staff trained and knowledgeable of the technology they support.

Part 1: Program Overview

1.1 Program Definition

1.1.1 College Mission

The mission of Cerro Coso Community College is to improve the life of every student it serves. Through traditional and distance delivery, Cerro Coso Community College brings transfer preparation, workforce

education, remedial instruction, and learning opportunities that develop ethical and effective citizenry to the rural communities and unincorporated areas of the Eastern Sierra. In doing so, we promise clarity of educational pathways, comprehensive and equitable support services, and a commitment to equity.

1.1.2 Program Mission

Information Technology's (IT) mission is to provide a reliable technological environment that allows students, faculty, and staff to efficiently carry out the mission of the college. Our goal is to be a leader in customer service and establish systems, processes, and solutions based on best practices and industry standards. IT provides leadership for effective strategic and tactical planning in the use of technology at the college and facilitates the effective integration of technology throughout the college through planning, programming, training, and other support activities. Finally, it is the mission of IT to promote new uses of information technology through the support of exploratory and innovative applications.

The IT departments supports the college mission statement of "Innovative delivery methods" and providing students with the technology needed for "supporting attainment of educational goals." The IT department continues to support the use of innovative delivery methods via ITV, Zoom, and Canvas. The department also provides students with the technology and software they need to complete their educational goals that they came to Cerro Coso to achieve.

The IT department connects to college objectives 5 & 6. But providing employees with a working environment that allows them to be productive and effective at work. Keeping the technology and network robust and reliable is the goal of the department. The IT department is a key part of the campus safety system; the phones provided to each office are directly connected to the emergency notification system to provide employees with timely and critical information in an emergency.

The department has been able to stay on track with the department mission through some very trying times. From the earthquake to the pandemic the department believes that employees and students have been given every resource needed to continue to do their jobs and accomplish their educational goals. The department will continue to improve and be prepared to support the college through any future challenges.

1.1.3 Program Description

The IT Department is a support and service department. The department's main function is to provide technology that supports the completion of the College mission and objectives efficiently. This is accomplished by providing support services including installation, configuration, repair, and replacement of existing technology, along with implementing emerging new technologies that improve student learning and outcomes.

The IT Department strives to provide the highest level of service and satisfaction to the college's students, faculty, staff, and administration in the following areas:

- Desktop and lab computing
- Phone service
- Printing
- Interactive TV / Video Conferencing
- Software support
- Intranet and internet connectivity

- Instructional Technology

1.1.3.1 Program History

With the emergence of a robust online program, the need for better data and the use of technology in the classrooms came with the need for a full-time IT Department at Cerro Coso. The IT Department started out with two staff members and a part-time faculty director and has grown to four staff members and a full-time director. The department supports 625 desktop and laptop computers, 54,000 user accounts, and 46 technology enhanced classrooms that are distributed across six sites.

Eight years ago, the IT department moved from upstairs in the LRC (Learning Resource Center) to the library work room. This move provided the department with a larger work/staging area and ground level access for receiving shipments. All the equipment and work areas for both the staff and the director are adequate to meet the department's needs. During the fall of 2021, the area was updated to include new cubical's, desks, chairs, and repurposing of space. This update provided staff with better privacy and protection from Covid.

Cerro Coso's IT department mirrors the IT departments at Bakersfield and Porterville college. The three college IT departments work very closely with the district office IT department to provide consistent and equitable IT services across the district. The biggest change and challenge to the Cerro Coso IT department from the department's last program view has been the pandemic and migration of services to the cloud.

When the pandemic hit, and the college closed all on-site operations, the IT department had to get everyone moved from working in the office to working remotely from home. This included access to files, banner, phone services and Zoom. To provide employees with the ability to work remotely the IT staff working closely with district IT set everyone up to use a RDWeb. RDWeb is a Microsoft product that allows secure access to our file storage and banner system VIA a remote desktop delivered in a web browser. This also included sending all employees home with college-provided laptops and extra monitors to try and replicate the office experience as much as possible.

Before the pandemic, the college used Interactive Television Systems (ITV) as the primary delivery method for meetings and site to site instruction. ITV systems were proprietary closed systems that allowed one end point unit to communicate with another internal unit. In 2018 the state chancellor's office entered into an agreement with Zoom communications to provide video conferencing services for all California Community Colleges. The college had just started use of Zoom and integration into our ITV systems pre-pandemic. Now that the college is returning to normal onsite operations again, Zoom is now the primary platform for meetings and the college has begun phasing away from the legacy ITV system for both meetings and site to site instruction.

Since the last program review, both the college and the district IT department have shifted from on-site hosted services to hosted in the cloud-based services. The reasoning for this shift was for greater reliability and redundancy and cost savings on local servers and infrastructure. This required a shift in duties for the local college IT staff and training in cloud-based server management.

The change was significant enough to change the department's make up from two System Support Specialist II's and two System Support Specialist I's to one System Support Specialist II and three System Support Specialist I's. The justification for this is that with ITV phasing out and more services moving to the cloud that department could manage the remaining local hosted servers with a one System Support

Specialist II at the IWW site. The change took effect upon the retirement of the System Support Specialist II at the Eastern Sierra Sites, that position is being filled by a System Support Specialist I.

1.2 Program Details

1.2.1 Program Functions

The college Information Technology Department has a staff of four and a director.

- IT Director - Reports to the College President. Major duties include overall responsibility for the effective and efficient operation of information systems for the college and coordination of efforts with the Information Technology Directors and Managers across the Kern Community College District. The IT director oversees the day-to-day operations of the IT department including supervision of the IT staff and provides best practice recommendations to the college president and administrators.
- System Support Specialist II (1) - Under the direction of an assigned supervisor, perform a variety of technical duties to troubleshoot, repair, and optimize the college's information technology systems and applications. These systems include the data and voice networks, servers, workstations, printers, software, and applications used by college employees and students; provide technical leadership for streamlining the support and delivery of technology services at the college; work collaboratively with district-wide IT resources in support of core standardized services such as networks, servers, voice, storage, power management, security, and applications.
- System Support Specialist I (3) - Under the direction of an assigned supervisor, install and support desktops, laptops, application software, printers, computer labs, and related technology for faculty, staff, and administrators in person, via telephone, or with the use of remote access tools. Assist with the support of the college's information technology systems and applications. These systems include the voice and data networks, servers, computers, printers, software, and applications used by college employees and students.

The IT department is responsible for access to and supporting the use of computers, phones, software and network services to the students, faculty, and staff at Cerro Coso. The IT staff at the college provide the following services:

Staff and Lab Computers

The IT department is responsible for the purchase and configuration of all campus computers. These computers include desktops and laptops for the staff and faculty, along with instructional computers for both the open and classroom labs. The IT department works with the district office and the other two colleges to set district wide standards for hardware configuration.

During the past five years IT has seen a change in instructional computing needs. Students today are more mobile than in the past and have their own devices for completing assignments. IT still provides computer labs for in-class work for the areas that require them. The biggest change has been in the number of communal area computers needed. After meeting with the office of instruction, IT has significantly reduced the number of communal area computers from 88 down to 26 computers. The IT department working with the office of instruction will continue to review the needs.

Staff computing needs have also changed recently. The earthquake and the Covid pandemic have changed how staff, especially the classified staff, work. Previously, the classified did their work from a desktop in a cubical. When the pandemic hit and the college sent everyone home to work, IT needed to provide remote access to campus services such as Banner, U:, and G: drives and provide devices to connect these services with. IT checked out eighty-five laptops at the start of the pandemic along with setting up remote access via Microsoft Remote Desktop web access (RDWEB). Now that the classified staff have started returning to a more normal work environment, the college administration and IT are looking at how IT is providing computers for classified staff. The college is exploring the concept of moving away from the conventional setup of a desktop computer and moving to being more mobile and flexible by providing classified staff with a hybrid laptop setup.

IT is responsible for developing and implementing a hardware replacement plan that provides staff and students with updated computers and extends the life of the computers. This hardware replacement plan is vetted through the Technology Resource Team (TRT) and presented to the College Council. The current hardware replacement plan is a seven-year replacement cycle. The hardware replacement plan undergoes continual review annually to ensure effectiveness.

Printing

The IT department provides and supports all local desktop printing services. There are two separate systems for printing depending upon the users' role. Student printing is a pay-per-print system and staff printing is managed by a local print server.

Phone and Network Services

The college's phone and data network infrastructure and services are maintained and provided collaboratively by the College and District IT departments. These services include phones in the offices and classroom and end-point switches at all the campus sites. The network for both phone and data also include the fiber between the buildings, the cat6 in the buildings, wi-fi access points, and the Wide Area Network (WAN) for connecting the sites together and providing connection to the internet.

Over the last five years there have been major improvements to the network and phone service area. These improvements include adding Frontier fiber and KCSOS microwave to our WAN, allowing to make the following changes to the network at our sites in early March of 2022 with additional changes coming summer of 2023.

- IWV – Current 1GB Frontier, 500MB Digital 395 1st backup, 100MB KCSOS 2nd backup. Summer 2023 10GB Spectrum primary, 1GB Frontier 1st backup, 500MB Digital 395 2nd backup.
- Bishop – Current 200MB 395 primary, 10MB Verizon LTE backup. Summer 2023 1GB Spectrum to IWV primary, 200MB Digital 395 backup.
- Mammoth – Current 200MB Digital 395 primary, 100MB Frontier 1st backup, 10MB Verizon 2nd backup. Summer of 2023 1GB Spectrum to IWV primary, 200MB Digital 395 backup.
- KRV – Current 100MB Mediacom primary, 100MB KCSOS 1st backup, 10MB Verizon LTE 2nd backup. Summer of 2023 no changes planned.
- Tehachapi – Current 100MB Spectrum primary, 20MB Verizon LTE backup. Summer 2023 no changes planned.

We also upgraded the phone system and phones to support Activate messaging. Activate allows the college to use the phone system as part of the college's emergency communication plan. The upgrade

includes faster message delivery to the phones, message delivery to the computers, and outdoor and communal area speakers. Lastly, we upgraded the wi-fi network to include outdoor spaces. All sites have wi-fi services in the parking lots. The IWV site has wi-fi at the baseball field, the communal space between the main building and the Learning Resource Center, and the fountain area. The IT department will look to continue the expansion of outdoor wi-fi as the sites return to on ground classes.

Video Conferencing and Instructional Video Classrooms

Video Conferencing and Instructional video classrooms are core services of the IT department. We provide the hardware and connectivity support for classrooms and the administrative conference rooms. Previously, Cerro Coso used Interactive Television (ITV) systems as the primary means of delivering video conferencing. ITV systems were proprietary closed systems that allowed one end point unit to communicate with another internal unit. In 2018 the state chancellor's office entered into an agreement with Zoom communications to provide video conferencing services for all California Community Colleges. The IT department provided support for Zoom and ITV with ITV still being the primary method of video conferencing. The Covid pandemic shifted how the college did video conferencing, with no more face-to-face meetings and classes, the college shifted to Zoom's cloud-based conferencing system for both instruction and meetings. IT expects the shift from ITV to Zoom to become the new standard for delivery of instruction between the remote sites. IT will continue to support and maintain the legacy ITV system until the vendor no longer supports it.

Software

Software for both instructional and staff computers is provided and maintained by the IT department. This software includes the desktop operating system, the office suit, Adobe Acrobat Pro, anti-virus software, and department specialty software.

The biggest challenge in the software area is testing and deploying the OS upgrades. During these past five years, we have upgraded from Windows 7 to Windows 10, and are now testing Windows 11 for deployment. In addition, we have gone from Office 2016 to Office 2019 for instruction, and Office 365 for staff and students.

1.2.2 Program Operations

The IT department is primarily located on the lower level of the LRC Building and is open Monday through Thursday 7:30AM – 9:00PM and 8:00AM – Noon on Fridays. The department does have one staff member whose primary location is the ESCC campus, and that staff member works Monday – Thursday 7:30AM – 6:30PM this follows the ESCC campus schedule.

The department provides IT support to all the college sites other than in the prison, the department does support the equipment that is being used within the prison but does not provide classroom support at the prison. This could change in the future as the college explores moving college owned modulars to the Tehachapi yards. Support for the Tehachapi, KRV and Edwards AFB site is provided with staff from the IWV campus as needed. This process is continually monitored for effectiveness. The challenge of on-site support at each site, especially the small locations, is the workload to justify sending a staff member there regularly. In addition, there would be the additional cost of redundant repair services and work area for an IT department.

Requests for IT services from staff and students come in the form of helpdesk tickets. There are also several support requests that come from Teams messages and phone calls; however, this is not the preferred method and requestors are asked to fill out a helpdesk ticket while we work through the issue. Helpdesk tickets are important to the department. These tickets are used to monitor issues, and workload. In addition, the ticket can also provide opportunities for profession development workshops.

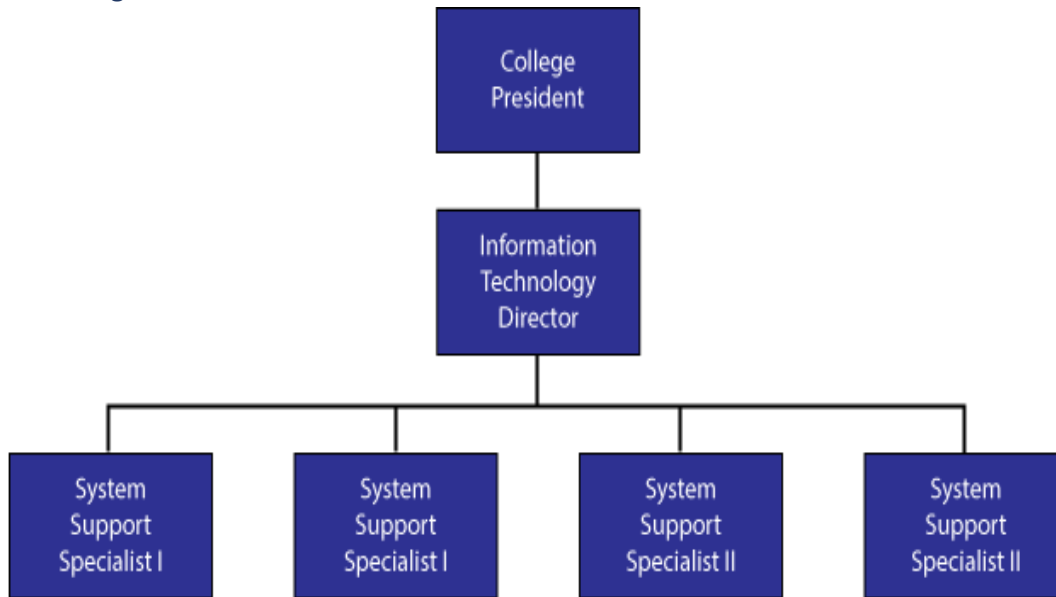
The IT department delivers support primarily face to face. The department can and does provide support remotely as necessary. The reason for face-to-face delivery vs remote is problems cannot always be accurately documented in a helpdesk ticket and many times the techs need to see what the end user is experiencing. In addition, the department needs to be seen as part of the greater college community and not just a service.

1.2.3 Program Costs and Funding

The college IT department is funded from general funds and varies each year depending upon the hardware replacement plan and the funding of instructional equipment at the state level. Components of the technology provided by the IT department are funded centrally by the district. These components include bandwidth, phones, Banner, campus Microsoft licenses and other core services. This model saves the local college hundreds of thousands of dollars per year. All local computer hardware such as printers and toner, desktops, laptops, and phones are provided to college departments by the IT department and are part of the IT budget. Other items that impact the IT budget include instructional classroom technology upgrades, ITV upgrades, and local campus network equipment upgrades. These have a life cycle and need to be replaced as they age and are no longer supported by the vendor. The IT budget also includes local campus software and equipment maintenance contracts. The average IT budget over the past 5 years has been \$239,000, not including labor.

The current salary and benefit costs for the IT department are \$523,562. This provides the college with the following positions: One System Support Specialist II positions, and three System Support Specialist I positions, one to provide support for the computer and classroom labs and all instructional computing, and one to provide support for staff and faculty at the Ridgecrest/IWV campus and on a as needed basis at the Kern River Valley/Tehachapi sites, and one for ESCC to provide support for the Bishop and Mammoth Lakes sites; and one director who oversees the staff and provides direction and recommendations in the areas of technology to both the department and the college.

1.2.4 Organizational Chart



1.3 Program Connections

1.3.1 Relationship to Other Programs

The IT department strives to maintain a strong collaborative relationship with all departments at the college. The IT director is an active member of Presidents Cabinet, Administrative Cabinet, College Council, TRT, College Covid Team, KCCD Covid Team, and the KCCD IT managers group. This keeps the IT director and department informed of what the needs of the college and district are.

Information Technology is a core component to the functionality of college wide areas of operations. From phones to internet services, data storage, data access, and application hosting and connectivity; Information Technology needs to be involved early in any new projects or applications that support the success of our students.

A relationship that is missing or could be better is the relationship between IT and the college Vice Presidents. IT works well with the respective areas on an individual basis; however, what is missing is early involvement in projects or application purchases. A solution that would be helpful for the department is a once a semester meeting with the area Vice Presidents to review and new projects or and areas of concern by the department.

1.3.2 Professional Development

The need for professional development for the IT staff is ongoing and essential for the success of the department. As technology changes and with the emergence of new technology, IT staff must be the first to be trained and brought up to speed. This professional development is outside of the common professional development that is provided to the college staff, and in many cases the training that the department provides the IT staff is training that the IT staff will deliver to the rest of the college staff. The type of professional development that the IT staff receive is often specific to a new software or hardware appliance that is being implemented. The need and type of training are determined at both the department level and collaboratively with district IT staff. The department is currently getting enough funding to keep the staff up to date.

1.3.3 Marketing and Outreach

The IT department does not use any marketing media to promote the department. We do push out the link to the Helpdesk service on both the student lab computers and staff desktops so that if they are having issues, they do know how to get support.

Part 2: Trends

2.1 Service Recipients

The IT department provides technology and access to information and data to the entire college. There is not a department, employee, or student that does not use one of our services. Information technology is like water or power, without IT the operations of the college stop. During the summer of 2022, the college had the core network switch fail, the impact of this failure was severe enough that the college closed and sent all staff home to work remotely until the repairs could be completed. The college IT department is not just about equipment and internet access and phones, the department is about customer service to the employees and students of Cerro Coso.

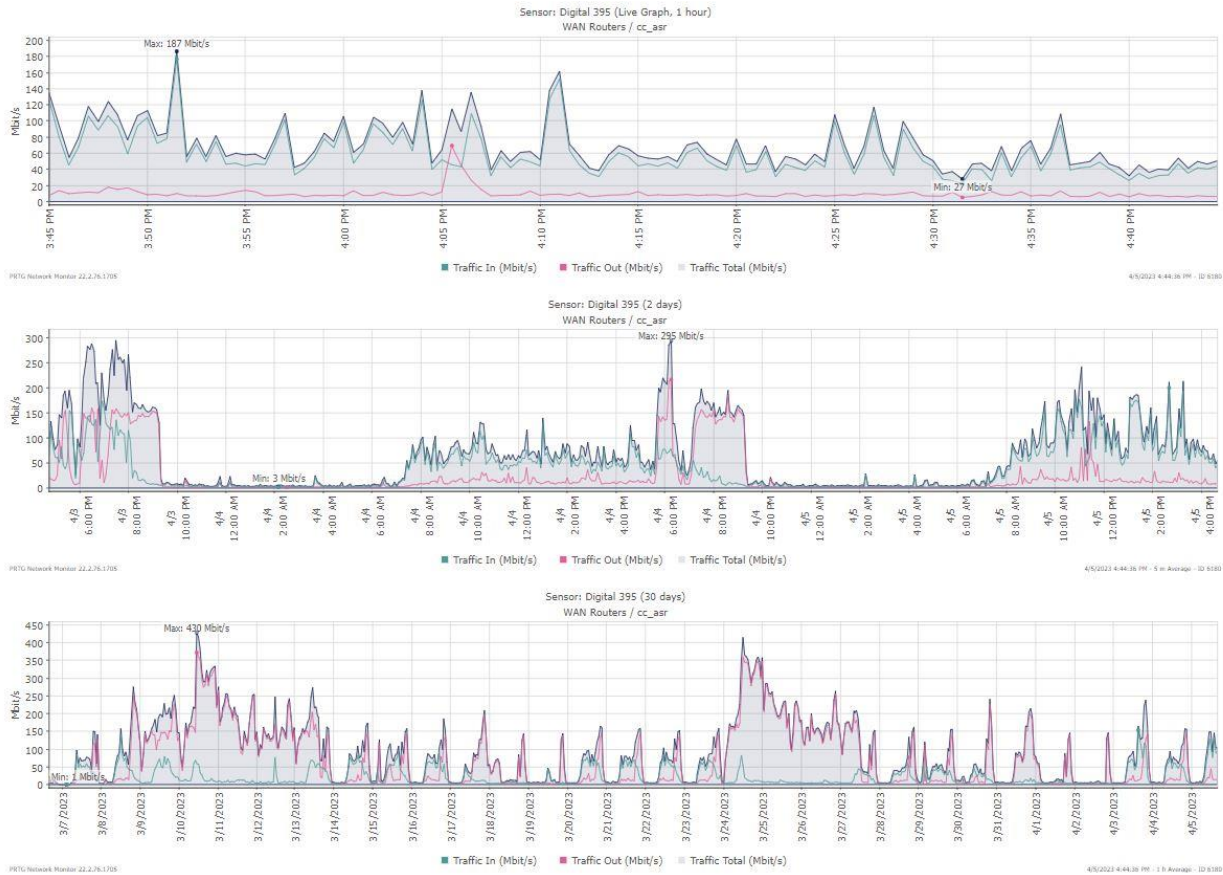
The staff and management of the IT strive to offer the highest level of customer service and technologies to best serve the students, staff, faculty, and administration. The measurement of the satisfaction and quality of these services and technologies uses AUOs, user satisfaction surveys, and feedback from the College Council's Technology Resource Team. After review of the data, recommended improvements are incorporated into the department's annual unit plan. Each year the IT director writes an Information Technology Resource request analysis and presents this to the College Council. The resource request analysis is a summary of the approved technology requests from the department unit plans, these requests are validated that they are in alignment with our standards in addition the requests are checked for compatibility and then quoted.

The IT Director at Cerro Coso attends bi-monthly meeting with the districtwide IT group. This group is composed of the IT directors at each college along with the key directors at the district office. This group reviews and recommends district-wide technology requests and systems to ensure the district and college's needs are met.

2.1.1 Usage and Demand

The demand for IT services increases each year. However, the types of demands changed, and the pandemic did have a major impact on the type of IT services that were needed during that period. As we moved more services into the cloud the demand for better internet increased. As more staff and students switched to personal devices and laptops the demand for better wireless coverage increased.

During this program review cycle, we have increased the internet connection at all sites for example in 2017 the internet connection at the IWW campus was a 50MB connection in July of 2023 the IWW campus will have a 10GB internet connection. The graph below shows our network use for the IWW campus.

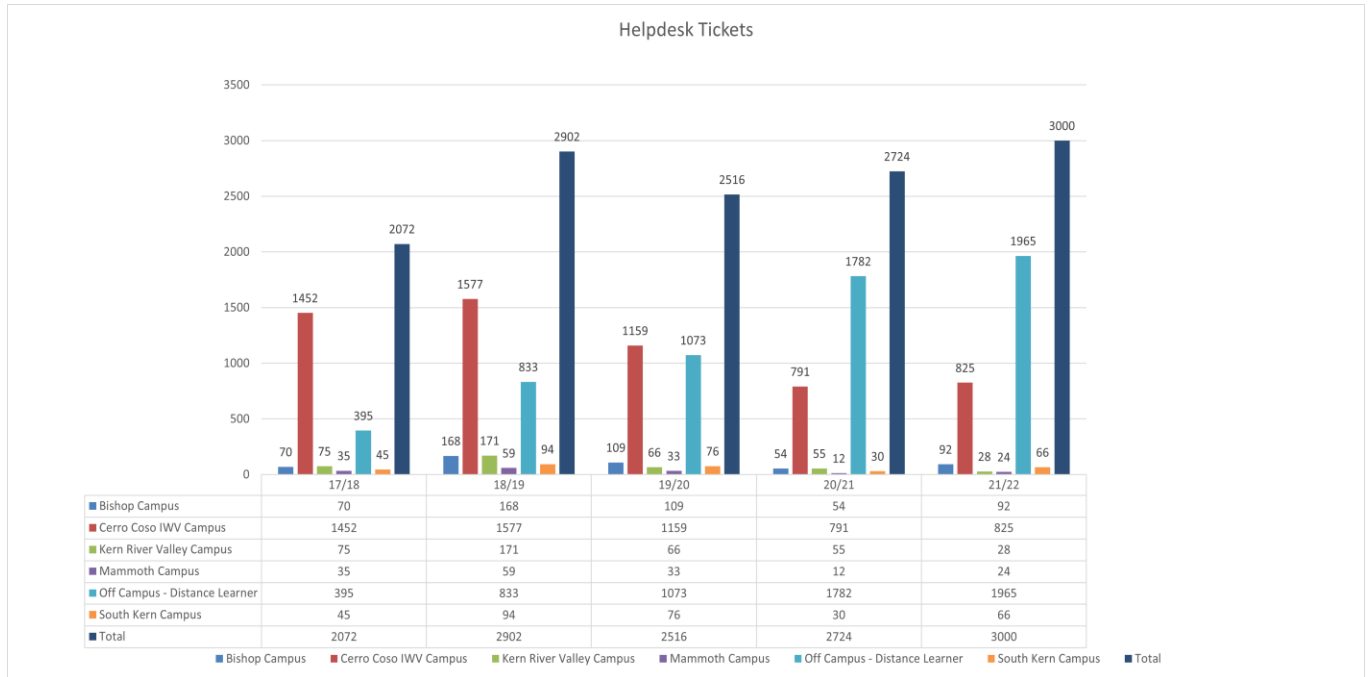


We have also responded to the demand for better Wi-Fi service and coverage in 2017 we only had indoor Wi-Fi coverage at all sites with a data limit of 10mb per person connectivity. Currently we have Wi-Fi coverage in all our parking lots and our major outdoor gathering areas. This will continue to grow as the demand increases with the returning of employees and students back to the campuses.

During the pandemic we did see new demands. There were two new demands that were not in the previous program review cycle: remote work access and student loaner devices. Previously the only remote work was to a few key administrators who needed access 24/7, now all staff have remote access and even new staff who were hired post pandemic are set up for remote access. The only student loaner devices IT supported in the previous program review cycle were the ones loaned out by the student services Access Program. Now, IT supports those plus over 500 laptop, iPad, and tablet devices that are available to any student who needs them. This loaner program has caused the department to review computer labs, in the past the college had a large open lab for students to use. We reduced the open lab by 50% two years ago and are monitoring the use as students return.

A demand that shifted, but did not decrease, during the pandemic was the need for support. Helpdesk tickets decreased slightly during the first year then increased in the online area. I expect this data is not completely accurate as helpdesk tickets still were submitted by campus and the IWV campus data did not zero out during the closure. An additional factor in the increases in support is there have been many new hires, and I think employees have adapted to submitting helpdesk tickets versus contacting the IT

staff directly. The department expects that the requests for support will level back down to the 17/18 level as campus operations return to a post pandemic normal.



2.1.2 Customer Service and Satisfaction

In the spring of 2015, a student experience survey was conducted, and there were 524 responses to the survey. In that survey there were two questions about the college IT services and how students felt about those services. The questions focused on the students’ experience with the IT staff, and the availability and reliability of the equipment on campus. In the first question, the goal was to find out if students thought the IT staff were polite, helpful, accessible, and readily available to help in a prompt matter. The second question focused on computers and internet services. We wanted to know if the students thought there were an adequate number of computers, were the computers reliable, and did the internet work as expected. In both questions, the students’ responses exceeded our targets; therefore, we believe that students are satisfied with the level of support they are receiving, and our goal is to continue to meet this high level of satisfaction and quality of service.

The target for students being satisfied with the level of service they were receiving from IT staff was 95%. We asked the students four questions about their interactions with the IT staff. The first question was “Helpfulness of the IT Staff.” 96.70% were satisfied with the helpfulness of the staff. The second question was “Politeness of the staff.” 98.01% were satisfied with the politeness of the staff. The third question was “Access to assistance.” 96.02% were satisfied with access to the IT staff. The final question was “Timeliness of assistance.” 95.61% were satisfied with the timeliness of the assistance by the staff. In all four questions, we exceeded the 95% target that we had set for the department and were very pleased with the results.

The target we set for student satisfaction with the reliability and availability of the computer equipment and access to the internet at the college was 90%. We asked the students three questions about their

experience with the computers and internet services at the college. The first question was “Reliability of the equipment.” 97.46% of the students were satisfied with the reliability of the college’s computers. The second question was “Availability of the equipment.” 98.47% were satisfied with the availability of the campus computers. The last question we asked was “Access to the internet.” 96.93% were satisfied with the level of access to the internet. In all three questions, we exceeded the target set by the department and we are satisfied that students were happy with the computers and their access to the internet. The department will continue to work to improve these numbers and continue to provide reliable and available technology to the students.

In 2018 and 2021 student satisfaction surveys were run again: however, due to limiting the number of questions in the survey the same IT AUO questions were not asked. In addition, the questions in the 2021 were targeted to gather information about the impact of COVID. The data from these surveys does not directly correspond to the questions asked in 2015, however there is enough evidence to at least do some comparison.

The department was pleased with the results of the above-mentioned user satisfaction data; however, it wanted quantifiable data and that we were providing timely services. For this we looked at the helpdesk ticketing system. The department set a goal that helpdesk tickets would be closed within 5 days. The department felt that most tickets would be closed sooner; however, the department also thought that 5 days would allow for tickets that required support from outside vendors and district office IT staff. In addition to using the helpdesk tickets as a measurement of level of service, the department uses the helpdesk tickets to monitor types of issues and frequency. For example, if there were an increase in the number of tickets from students on password resets, then the department would need to send out a reminder to students on how to reset their password without having to call the helpdesk. The department also uses the helpdesk tickets to monitor system issues such as Banner. If there is one ticket about having trouble signing into banner, the issue is probably related to the user; however, if there are multiple tickets then it is likely a system-wide issue and needs to be reported to the appropriate district IT team. In the past this process has been informal and mostly comprised of the director noticing patterns from the emails that the system generates. The plan is to formalize this process by running reports against the system to see what the most frequent issues are.

During the past 5 years there have been changes in how Blackboard, the vendor of our helpdesk system, does reporting. In the past, each college IT department could write queries to pull out the data they needed on tickets. The reporting is now centralized, and the colleges are no longer able to customize the reports. There is still good data to see what type of issues there are and how long tickets take to close. There is still a human factor in this data, observational data leads to the fact that techs are resolving the tickets but are not closing them out in the system. Improving this process will be a focus of the department over the next cycle.

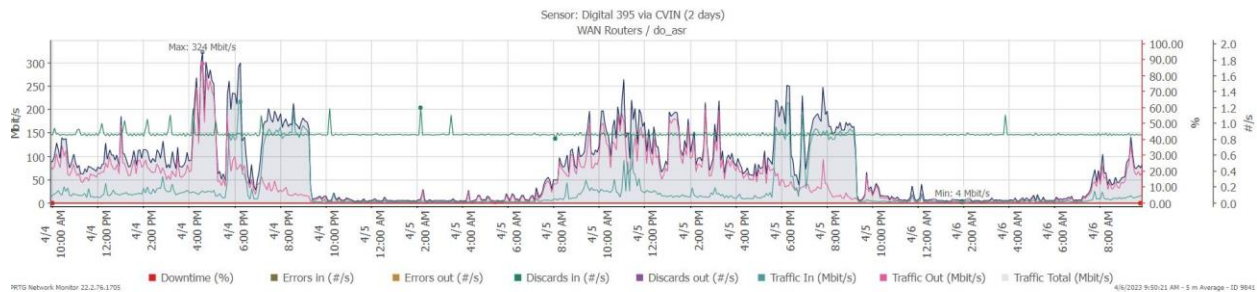
2.1.3 Effectiveness

The IT department services and equipment at Cerro Coso have proven to be effective, reliable, and responsive during this program review cycle. Unfortunately, most of the data for measuring the effectiveness of the department is anecdotal. The department has had to rely on feedback from college consistency groups such as PedTech, TRT, and Cabinet meetings to gauge the effectiveness of the services being delivered. In 2015 the students and employees of Cerro Coso were surveyed with very specific IT questions that measured the satisfaction of both the equipment and the customer service

that the department was providing. The results of the survey were very positive, and the department met all the goals set in the departmental AUO's. While this survey directly measured the satisfaction level of the participants, the department believes that the results of the survey combined with the feedback from other departments would provide the department with a gauge to measure effectiveness. However, those questions were never repeated in any future surveys. For the department to measure how effective the services are it is extremely important that we have trend data and that we can assess the same measurements for at least a 3-cycle period.

There are other measurements for determining department effectiveness; capacity, uptime, reliability, and quantity are the key ones. The department is working with the district office IT to monitor, improve and adjust IT services to best serve the needs of the college's students and employees.

A couple examples of adjustments made to improve capacity and quantity are in the graph below. You will see that our internet bandwidth usage by hour shows that we use 150MB of the 500MB available at any given time. However, monitoring this over an extended period we can see that we have spikes that use all our available bandwidth, these spikes were frequent enough to justify asking for an increase in our available bandwidth.



During the summer of 2022 IT, after discussions with the vice president of instruction, reduced the number of open lab computers from 75 to 35. It was determined from observational data and from active directory (AD) policies that we have more computers than were being used. The district has an AD policy that monitors computers' activity and if a computer is not used within 90 days the policy removes the computer from AD. The department technicians were reporting many of the computers in the open lab were no longer AD, this confirmed our observations that we had more computers than we needed.

To ensure that the department continues to be effective and provide high-quality services, it needs to work with IR to find survey data that effectively measure end user satisfaction and services effectiveness. In addition, it is important this data is measured overtime to monitor improvements and areas that need to be addressed.

Part 3: Outcomes

3.1 Overview of Outcomes

This is the area where the department is the weakest. In the past, the department director met with the previous IR director to look at data that could be used to assess the department in equity and

effectiveness. After research by IR, and looking at what other community colleges use, there was no recommendation other than surveys that IT could use for assessment. Survey data is very useful if repeated and trends can be analyzed for change. A goal for the next program review cycle is to meet with IR and develop questions that will assist the department in measuring outcomes that can be repeated through three cycles. At the end of the third cycle, if all the outcomes are being met, then we can develop new outcomes to determine the effectiveness of other department services.

3.2 Institutional Learning Outcomes

The IT department has very little direct interaction with students other than to assist with printing or login issues. The IT department's AUO 3 does help students achieve ILO 2 - Information Competency. By providing students with computers that are reliable and available students can research a question and evaluate the information they find to form a competent opinion on a question or problem.

3.3 Administrative Unit Outcomes (AUOs)

3.3.1 Assessment History

AUO 1 Assessment Results

AUO Language:	Students and staff will report that IT staff were helpful and polite.
Target:	95% satisfaction
Assessment Method:	Student Experience Survey
Assessment Date:	SP 2015. This question was not included in the 2018 or 2021 student satisfaction survey
Recent Results:	96% of the students we satisfied

AUO 2 Assessment Results

AUO Language:	Data from the helpdesk system and staff reporting will show that issues are resolved in a timely fashion.
Target:	5 days
Assessment Method:	Data from helpdesk system
Assessment Date:	Jan 2016, Jan 2018, Jan 2019, Jan 2020, and Jan 2021
Recent Results:	6 days

AUO 3 Assessment Results

AUO Language:	Students and Staff will report that the technology at Cerro Coso was reliable and available.
Target:	90% satisfaction
Assessment Method:	Student Experience Survey
Assessment Date:	SP 2021
Recent Results:	94% reliable 98% available

AUO 4 Assessment Results

AUO Language:	Staff and faculty will report that the training provided by IT was effective and timely.
Target:	80% satisfaction
Assessment Method:	Staff Experience Survey
Assessment Date:	TBD
Recent Results:	TBD

AUO Assessment History Summary

AUO #	Target	Semester	Met? %	Semester	Met? %	Semester	Met?
AUO 1	95%	SP15	Yes	SP18	No Data	SP21	No Data
AUO 2	5 days	SP16	No	SP18	No	SP21	No
AUO 3	90%	SP15	Yes	SP18	No	SP21	No
AUO 4	80%	TBD	TBD	TBD	TBD	TBD	TBD

3.3.2 Evaluation of Administrative Unit Outcomes

When the AOU’s were developed in the spring of 2015, the survey results were used to assess them, and it was concluded the department had met all the targets set. The AUO’s indicated the department was doing well in customer service and reliable and adequate technology. The department feels that these AUO’s are important and good measurement of what the department is trying to achieve. As mentioned previously the department is concerned about not getting survey results and will need to look to either alternative methods for input or look at new AUO’s in the future that are reflective of the survey questions on technology.

3.4 Planning

The department will meet with IR in the fall of 2023 to see if the questions from the previous AUO’s can be repeated and continued for three consecutive survey cycles. If so, then the AUO’s will be assessed Fall 2025. If the questions cannot be repeated, then the department will develop new AUO’s working with IR to determine questions that can be asked and repeated and have a new set of AUO’s ready for the Spring 2024 survey cycle those AUO’s if needed would be assessed Fall 2026.

3.4.1 Planned Assessment Cycle for AUOs

AUO Assessment Cycle

	FA 2023	SP 2024	FA 2024	SP 2025	FA 2025	SP 2026	FA 2026	SP 2027	FA 2027
AUO 1					X				
AUO 2					X				
AUO 3					X				
AUO 4					X				

Part 4: Program Evaluation and Looking Ahead

4.1 Program Evaluation

4.1.1 Response to Previous Strategies

Previous 2-year Strategies

Goal 1 – Implement 7-year hardware replacement plan – The college allocates significant resources for technology, and the goal is to maximize the effectiveness of those resources. In the past computers and

laptops were replaced on a 5-year cycle. The department believes we can extend this by two years, therefore a 7-year plan was developed and approved by TRT.

Action Plan for Achieving Two-Year Strategies

- 5.4.4 – Keep technology current.
- IT Staff
- Funding from the budget development committee to purchase computers.
- Implement year one of the new 7-year plan in FY 18-19.

This goal was completed. The college is on the second cycle of this goal, and fully anticipates that a third cycle will be implemented as needed. The hardware replacement plan proved to be very successful and a useful tool for determining when computers would get replaced. When the plan was first implemented there was discussion about if 7 years would be too long, however, so far, we have not had any issues with computer longevity or performance.

Goal 2 – Replace remaining unsupported ITV rooms – The goal is to get all the current ITV rooms updated to vendor supported codecs. There are currently four rooms remaining that are still using the unsupported codecs. Over the past two years we have upgraded two rooms per year.

Action Plan for Achieving Two-Year Strategies

- 5.4.4 – Keep technology current.
- IT Staff
- Funding to purchase the equipment and labor for installation.
- Two rooms during each of the next two academic years.

This goal is complete. At the end of this next academic year all plans show the decommissioning of the ITV systems. The only ITV usage district wide is between Bishop and Mammoth. In the fall of 23/24, we will be piloting the use of Zoom Rooms as an alternative to ITV. The ITV system has served the college well over the years but has not been without problems. The elimination of the teachers assists at the sites has made the use of ITV particularly challenging. IT is anticipated that Zoom Rooms will be easier to use and more familiar as everyone became very accustomed to the use of Zoom during the pandemic.

Goal 3 – Upgrade all college computers to Windows 10 – Starting January of 2020, Microsoft will no longer support Windows 7. To ensure the security of our data we must migrate to Windows 10 to ensure that vulnerabilities are patched.

Action Plan for Achieving Two-Year Strategies

- 5.4.4 – Keep technology current.
- IT Staff
- Time to complete testing of software compatibility and implementation of the update.
- Starting in the fall of 2017 we will have upgraded the academic labs and instructional computers to Windows 10. Over the next 18 months we will finish testing software compatibility and upgrade the staff and faculty computers.

This goal is complete. The college no longer has any window 7, or XP systems on the network. This was an important goal as window 7 was no longer supported and patched and therefore a security risk. The next step will be to upgrade to Windows 11 as the end of support for windows 10 is October 14, 2025.

Goal 4 – Move the data center back to the main building – Upon completion of the main building renovation project, the data center will need to move back to the main building. To maintain campus services during the construction process, the data center was moved to the LRC.

Action Plan for Achieving Two-Year Strategies

- 5.4.4 – Keep technology current.
- IT Staff
- Funding to either purchase a new battery backup system or batteries for the current system and labor to move and reconnect.
- As soon as construction has completed

This goal is complete. The main campus network room and data center was moved back to the main building after the renovation. The new data center or commonly known as the MDF has redundant fiber, redundant AC units, a 50KVA and 2 5000amp battery backup units. There is room for growth, however it is anticipated that that we will continue to downsize our on-campus server resources.

Previous 5-year Strategies

Goal 1 – Upgrade remaining classrooms to smart classrooms – We have upgraded six rooms; however, we have twenty-five rooms remaining that need to be upgraded. This will bring all the rooms to the same standard and allow faculty to utilize multimedia content as part of their lecture.

Action Plan for Achieving Five-Year Strategies

- 5.4.4
- IT Staff
- Funding to purchase equipment.
- We are currently upgrading two rooms per year. To complete this goal in five years we need to be upgrading five rooms per year.

This goal is still in progress. The goal will always be in progress due to changes in audio visual (AV) technologies. Classrooms that we completed at the start of the previous program review cycle are now out of date as VGA has been replaced by HDMI, so we need go back and change all the first rooms out and we still have not updated all the classrooms to smart classrooms. We also faced challenges of some very tight budget years during that cycle and then the pandemic and no one using the rooms for two years. However, this goal needs to be continued and adapted to the changing AV technologies as they happen.

Goal 2 – Develop and purchase a lecture capture system – The IT department should facilitate and present an option to the college for doing lecture capturing. This would allow for our online classes to have additional content; it would also provide a review process for students attending classes or those who have missed classes.

Action Plan for Achieving Five-Year Strategies

- 5.4.4
- IT Staff
- Funding to purchase equipment.

During the first-year research lecture capture solutions and best practices. Year two present findings to faculty and gather input. Year three secure funding and purchase equipment. Year four test and deploy.

This goal has been dropped. The goal never was started and with Zoom and the recording of meetings or class sessions the need was no longer evident. Zoom provided all the features of that a lecture capture platform would have with none of the affiliated costs.

4.1.2 Program Evaluation

The IT department at Cerro Coso has remained very reliable, responsive, and flexible during the last program review period. The department has appreciated the support of the college, employees, and administration. We have strived to foster and maintain good communications and working relationships with the other departments at the college. The department has been consistently funded to maintain a reliable network of computers, printers, phones, and data service for the college. This is appreciated by the department since this has not always been the case.

The greatest challenge currently facing the department is staffing. Cerro Coso IT for the longest time had a very low turnover of key IT staff. The director has been here 13 years, the two SSSII had been here a combined 35 years, and the SSSI had 15 years of experience. Within the past year the department has had 2 positions move on to other opportunities, a retirement, and within 18 months the director will be retiring. Now the department has one SSSII with two weeks of experience, 2 SSSI with less than 6 years of experience and will soon be looking for a director.

The challenge the department is facing is recruiting qualified and experienced staff, especially for the SSSII. In the past when we had vacancies there were good pools to choose from and filling positions was not a concern. We still wanted to keep the staff we had, however finding replacements was not a concern. Now we have had great difficulty filling positions at all levels within IT. There are two major factors contributing to the challenges we are facing: wages and competition. First, the base is the largest employer of IT professionals in the community, and they pay well and are very aggressive in their recruiting. Second, wages are challenging since KCCD has struggled to stay competitive in all areas, but particularly IT. KCCD has a very good overall package when you include benefits and time off, however with inflation being high the size of the paycheck at the end of the month is many times a determining factor as to where candidates choose to work. Another factor that is minor and relatively new is remote work. Many of the applicants want the ability to work remotely, many times from outside of the service area. This is not an option for the type of IT staff at the college since 99% of our work is on ground and hands on and not conducive to remote work.

The greatest strength of department during this program review cycle is the staff who work for Cerro Coso IT. The department prides itself on customer service in everything we do. Our goal is to quickly resolve any issues and be as responsive as we can. Members of the IT staff have won the classified staff of the year 3 times during this review period with the last award going to a staff member who had only been working at the college for four months! I am very proud of the staff of the Cerro Coso IT

department. I have managed IT departments in higher education for the past 25 years and the staff at Cerro Coso IT are some of the finest that I have had the pleasure of working with.

4.2 Goals and Strategies

4.2.1 Two-Year Goals/Strategies

Action Plan for 2-Year Strategy 1

Concise Description of Strategy	Pilot the use of Zoom rooms as a replacement to ITV
Measurement of Completion	During the fall semester of the 23/24 academic IT will equip Bishop 122 and Mammoth 202 as Zoom rooms and use these rooms to deliver a history class between the two sites. If all goes well then it will be the recommendation that the college adopts Zoom rooms as the method of delivering site to site instruction.
Timeline	August of 2024 – December of 2024
Person Responsible	IT director and staff

Action Plan for 2-Year Strategy 2

Concise Description of Strategy	Train current staff on college AV management systems.
Measurement of Completion	The IT staff need to be trained in programming the current classroom control systems. Upon completion of the training, the staff will be able to program, configure and diagnose the current Extron controller system.
Timeline	Academic year 23/24
Responsible Person	IT director to arrange the training and IT staff to participate and successfully complete the training courses.

Action Plan for 2-Year Strategy 3

Concise Description of Strategy	Upgrade all campus computers to Windows 11
Measurement of Completion	When all campus computers are using the Window 11 operating system and college employees are familiar with the changes this goal will be complete. This will require a review of the current hardware replacement plan to ensure that the computers and laptops purchased meet the standards to effectively run Windows 11.
Timeline	Academic year 23/24 with completion no later than October of 2025.
Responsible Person	IT Staff

4.2.2 Five-Year Goals/Strategies

Action Plan for 5-Year Strategy 1

Concise Description of Strategy	Expand outdoor Wi-Fi to include all gathering spaces
Measurement of Completion	When Wi-Fi services are available in all public gathering spaces on campus. Including baseball field, softball, track, and tennis courts.
Timeline	3 to 5 years as funding becomes available
Responsible Person	IT Director

Action Plan for 5-Year Strategy 2

Concise Description of Strategy	Establish regular bimonthly meeting with the three campus vice presidents to address needs in their respective area.
Measurement of Completion	Have documented bimonthly meetings with the VPs of student services, academic affairs, and administrative services. This will keep the IT department updated on changes coming from those areas and informed of changes at the college and district levels that will impact their respective areas.
Timeline	2 years from now. The current IT director will retire within the next 18 – 24 months and this would be a good first initiative for the new director. This will also establish a good working relationship with the new director and the three key departments of the college.
Responsible Person	IT Director

Action Plan for 5-Year Strategy 3

Concise Description of Strategy	Provide monthly lunch and learns for staff and faculty.
Measurement of Completion	This goal should never be complete as technology is continually changing. However, a measurement of completion would be full academic calendar year schedule of monthly lunch and learn sessions.
Timeline	3 years till the first one this will get a new director in place and all the staff fully trained and comfortable to where they can deliver meaningful training sessions on the current technologies being used at the college.
Responsible Person	The IT department

4.3 Program Needs

4.3.1 Program Dialogue

The department has regular department meetings and morning check-in meetings, sometimes including needs. Each year the department, like the other college departments, submits an annual unit plan for addressing resources that the department has for the upcoming year. The annual unit plan is the director's responsibility, but the AUP is reviewed by the department staff and an opportunity for input is provided. The IT department also relies on feedback from the campus technology committee (TRT), which can drive the technology needs and workload of the department and determine the department's needs.

4.3.2 Staffing

The current level of IT staff works well for the department's current size and the day-to-day operations of supporting staff/students and updating computers. The one need that would be nice to have especially as campus life is starting to return and with more campus events happening is a part-time AV tech. In addition, the department director will be retiring soon and there is not a good process for promotion within the department therefore the college will need to look to starting that search soon.

The next five years will be interesting for IT. There are a lot of variables that could impact IT and support needs; the future of ITV classrooms, the number of on-ground classes, number of computers needed, and the availability of replacement staffing. The greatest challenge is providing equitable support for all

our sites. The numbers do not justify full-time staff at each site; however, the impact of not having support can create work stoppages for other departments.

The only shortfall in staffing needs is providing support for campus events, especially the ones that happen after hours and at weekends. This need has been identified in the department's annual unit plan in the past. The department feels that with the addition of a nineteen-hour-a-week, nine-month employee that we could support the increasing need for audio visual support for campus events. This request has been put on hold until college life and activities return to normal following the pandemic. However, it will be resubmitted in the 24/25 AUP cycle.

4.3.3 Professional Development

The need for professional development for the IT staff is ongoing and essential for the department's success. As technology changes, and with the emergence of new technology, IT staff must be the first to be trained and brought up to speed. This professional development is outside of the common professional development that is provided to the college staff, and in many cases the training that the department provides to the IT staff is training that the IT staff will deliver to the rest of the college staff.

The type of professional development that the IT staff receive is often very specific to a new software or hardware appliance that is being implemented. The need and type of training are determined at both the department level and collaboratively with district IT staff. The department is currently getting enough funding for professional development to keep the staff up to date.

4.3.4 Technology

The staff computers are replaced on the same rotation as other college staff. The only difference is that the amount of memory is increased to support the virtual desktop software. IT staff technology needs are being met, however, as future changes come and/or the demand for new or alternative technology is required, we may need additional support.

IT staff receive training in applications that are used within the department as technology changes. This year the IT staff received training on the use and implementation of Microsoft windows deployment tool, and JAMP a Mac and IOS device management system.

Decisions about the applications and systems that the IT department needs are based upon best practices, and recommendations from our vendors and District IT offices. There are test groups comprised of technical staff from the college and District IT staff that meet to explore and test new applications that are recommended.

4.3.5 Facilities and Physical Resources

The one resource that the department needs is storage space. We have a metal storage bin located by the back doors of IT; however, this area is too small to store both the new equipment that needs to be deployed and the old equipment that is waiting to be disposed of or repurposed. IT needs space large enough to store both new and old equipment that varies from computers and laptops to printers and TVs. The space should be conditioned to prevent damage from the elements and in a secure area.

4.3.6 Safety and Security

The department does not have any security concerns. All our exterior doors are controlled by IT cards with limited access as to who can open the doors, in addition the physical key that opens the IT doors is very restrictive. No other department has keys to the IT area. Security guards check the IT doors nightly

to ensure everything is secure and these practices are working as no items have turned up missing from IT.

Part 5: Supporting Documentation

1. DOC 1 – Current 7-year hardware replacement plan

Lab Computers/Laptops	498
Staff/Faculty Laptops	51
Staff/Faculty Desktop	145
Campus Servers	9
Academic Printers	23
Projectors	36

Costs

Basic computer without monitor	\$635.00
Basic computer with monitor	\$890.00
Laptops	\$1500.00
Servers	\$5000.00
Printers	\$1000.00
Laptop cart	\$2000.00

Total Cost for Next 7 Years **\$814,545.00**

Academic Lab Computers

Lab	Number of Units	Model	Replacement Year	Notes
BISHOP INSTRUCTOR STATIONS	12	790	FY 18/19	
BISHOP MB 103	17	790	FY 18/19	
BISHOP MB 120	31	790	FY 18/19	
IWV INSTRUCTOR STATIONS	12	790	FY 18/19	
KRV INSTRUCTOR STATIONS	5	790	FY 18/19	
LIBRARY LAPTOP	10	5530	FY 18/19	
MAM INSTRUCTOR STATIONS	1	790	FY 18/19	
MAM MB 217	31	790	FY 18/19	
MAM MB 218	8	790	FY 18/19	5 in 18/19

MAM MB 225	5	790	FY 18/19
IWV LRC 722 Laptop	30	5530	FY 19/20
IWV NURSING LAPTOPS	15	5530	FY 19/20
KRV LAPTOP	10	5530	FY 19/20
IWV LRC 631	29	7010	FY 20/21
IWV LRC 709	30	7010	FY 20/21
IWV LRC 710	30	7010	FY 20/21
KRV INSTRUCTOR STATIONS	5	7010	FY 20/21
TEHACAPI	9	9020	FY 21/22
IWV INSTRUCTOR STATIONS	14	7040	FY21/22
IWV LRC 600 (library)	10	7040	FY 22/23
IWV LRC 701 (open)	71	7040	FY 22/23
IWV LRC 704 (LRC)	7	7040	FY 22/23
KRV MB 10 & 14	16	7040	FY 22/23
BISHOP NURSING LAPTOPS	15	5570	FY 23/24
IWV NURSING LAPTOPS	15	5570	FY 23/24
KRV LAPTOP	20	5570	FY 23/24
DOJ LAPTOPS	15	5580	FY 24/25
IWV SCIENCE LAPTOPS	25	5580	FY 24/25
TOTAL	498		
FY 18/19		132	
FY 19/20		55	
FY 20/21		94	
FY 21/22		9	
FY 22/23		104	
FY 23/24		50	
FY 24/25		40	

Model	Quantity	Replacement Year	Notes
790	54	FY19/20	

960	3	FY19/20
7010	49	FY20/21
9010	5	FY20/21
9020	11	FY21/22
7040	19	FY21/22
7050	4	FY23/24
Desktop Total	145	5 in 18/19

5510/20	10	FY18/19
5530/40	9	FY19/20
5570	16	FY23/24
X1	17	FY21/22
XPS	3	FY19/20
Laptop Total	55	

FY 18/19	10
FY 19/20	69
FY 20/21	54
FY 21/22	47
FY 22/23	0
FY 23/24	20
FY 24/25	0

FY 18/19

	Lab	Quantity	Cost
Lap Computers/Laptops	ESCC Labs & Instructor Stations	105	\$66,675.00
	IWV Instructor Stations	12	\$7,620.00
	KRV Instructor Stations	5	\$3,175.00
	Library Laptop	10	\$15,000.00
Staff/Faculty Laptops		10	\$15,000.00
Campus Servers		2	\$10,000
iPads		6	\$12,000.00
		FY Total	\$129,470.00

FY 19/20

	Lab	Quantity	Cost
Lap Computers/Laptops	IWV LRC 722 Laptop	30	\$45,000.00
	IWV Nursing Laptops	15	\$22,500.00

	KRV Laptop	10	\$15,000.00
Staff/Faculty Laptops		12	\$18,000.00
Staff/Faculty Desktops		57	\$36,195.00
Projectors		3	\$3000.00
iPads		4	\$8,000.00
		FY Total	\$147,695.00

FY 20/21

	Lab	Quantity	Cost
Lap Computers/Laptops	IWV LRC 631	29	\$18,415.00
	IWV LRC 709	30	\$19,050.00
	IWV LRC 710	30	\$19,050.00
	KRV Instructor Station	5	\$3,175.00
Staff/Faculty Desktops		54	\$34,290.00
Campus Servers		1	\$5,000.00
		FY Total	\$98,980.00

FY 21/22

	Lab	Quantity	Cost
Lap Computers/Laptops	Tehachapi	9	\$5,715.00
	IWV Instructor Stations	14	\$8,890.00
Staff/Faculty Laptops		17	\$25,500.00
Staff/Faculty Desktops		30	\$19,050.00
Campus Servers		4	\$20,000.00
Printers		25	\$11,250.00
Projectors		15	\$15,000.00
		FY Total	\$105,405.00

FY 22/23

	Lab	Quantity	Cost
Lap Computers/Laptops	IWV LRC 600 (Library)	10	\$6,350.00
	IWV LRC 701 (Open)	71	\$45,085.00
	IWV LRC 704 (LRC)	7	\$4,445.00
	KRV MB 10 & 14	20	\$12,700.00
Projectors		10	\$10,000.00
		FY Total	\$61,435.00

FY 23/24

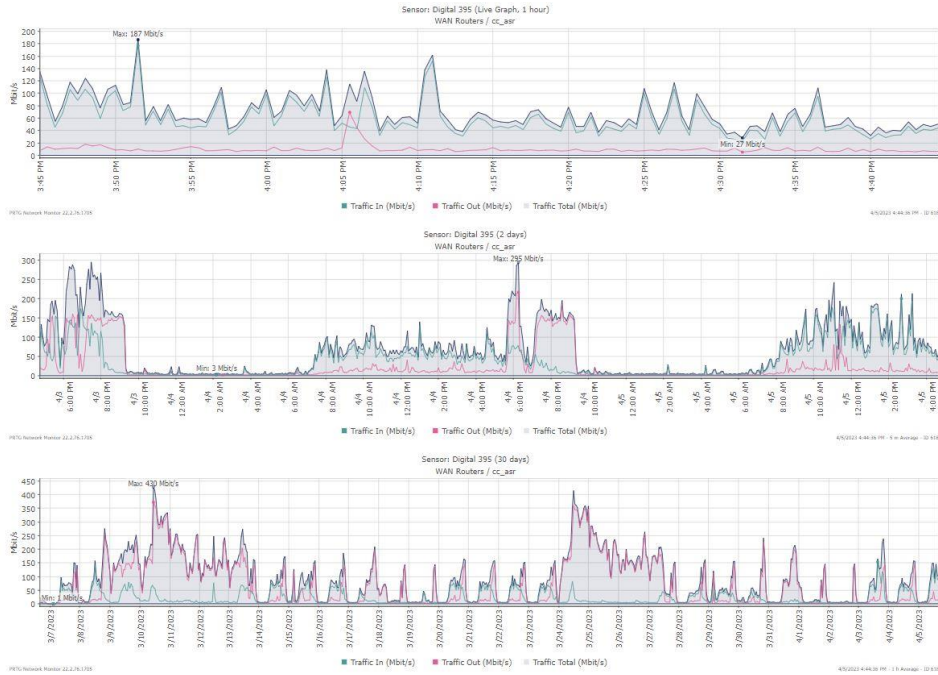
	Lab	Quantity	Cost
Lap Computers/Laptops	Bishop Nursing Laptops	15	\$22,500.00

	IWV Nursing Laptops	15	\$22,500.00
Staff/Faculty Laptops		16	\$24,000.00
Staff/Faculty Desktops		4	\$3,560.00
Campus Servers		4	\$20,000.00
Projectors		10	\$10,000.00
		FY Total	\$102,560.00

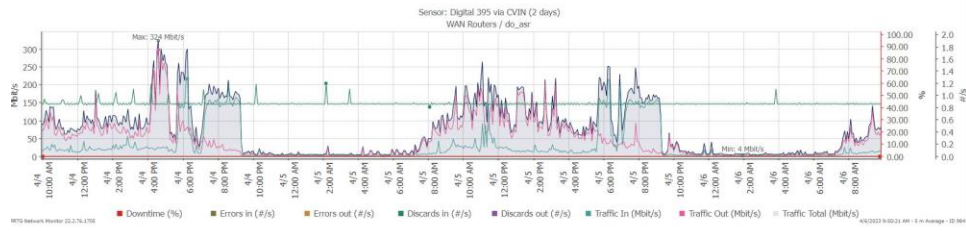
FY 24/25

	Lab	Quantity	Cost
Lap Computers/Laptops	DOJ Laptops	25	\$37,500.00
	IWV Science Laptops	25	\$37,500.00
	ESCC Laptop Carts	50	\$75,000.00
Staff/Faculty Laptops		10	\$15,000.00
iPads		2	\$4,000.00
		FY Total	\$169,000.00

2. DOC2 – 30-day network use for IWV



3. DOC3 – Daily network use IWV



4. DOC4 – Helpdesk Ticket graph

