Kingsborough Community College
Technology Strategic Plan
2014 – 2017

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Introduction

This Information Technology Strategic Plan has been developed through a college-wide collaborative exercise involving the leadership of Academic Affairs, College Advancement, Continuing Education, Enrollment Management, Finance and Administration, Information Technology, Institutional Research, and Student Affairs. The plan takes into account each division's planned needs based both on targets set as part of the CUNY Performance Management Process and college specific priorities. The plan incorporates new, on-going, long-term, and short-term IT initiatives.

The objectives of this plan are to:
- Align IT investments more strategically to campus priorities outlined in the CUNY PMP.
- Identify opportunities to be more strategic about communication, change management, and to better support adoption of new technologies.
- Improve ability to provide continuity of services in response to extremes in weather that pose the risk of disruption to delivery of instruction and day-to-day operations.

The Information Technology Strategic Plan contains six strategic goal areas: Teaching and Learning, Technology Planning and Governance, Infrastructure, Decision Support, Training and Professional Development, and Student Success Outcomes. Each strategic goal area includes initiatives that will help guide and prioritize KBCC investments in technology for the next three years.

Approach to Technology Strategic Planning

The Office of Information Technology Services (OITS) initiated a technology strategic planning process in January 2014. First, the process kicked off with a campus wide data collection effort to understand strengths, weaknesses and opportunities for how Information Technology Services serves students faculty and staff and understand how campus initiatives are supported. Two data collection mechanisms were used to gather perspectives. Individual interviews were conducted with campus leadership and online surveys were deployed.

Data Collection Activity	
Campus leaders from Finance & Administration, Continuing Education, Academic Affairs, Academic Administration, Student Affairs, Enrollment Management, Workforce & Economic Development and Institutional Effectiveness and Strategic Planning, Faculty and the Office of Information Technology.	10 interviews
Student Survey	292 responses
Faculty & Staff Survey	212 responses

Second, a strategic planning work committee was convened to review the current environment assessment. The full-day work session resulted in a vision for the technology plan and technology goals and initiatives that align to campus PMPs.

The third step in the process concludes with a strategic plan, implementation plan and performance measures.

The final step is Assessment and Monitoring of the Technology Plan. The objective is to ensure the technology plan is a roadmap for value investment in technology and continued alignment with KBCC PMPs.

Technology Plan Alignment with Campus Planning

Each year KBCC engages in a review of the KBCC College Targets that is set through the City University of New York (CUNY) Performance Management Process (PMPs). Campus leadership collects data to measure progress against the KBCC College Targets. KBCC Focus Area Goals (CUNY PMP 2014-2015) Section C.111 describes the process for including campus-wide technology planning led by the OITS as an annual practice for the purpose of gaining better alignment. In early FY15, the following steps will be taken to initiate and integrate IT planning into campus planning:

- Synthesize the results of a planning retreat held late in FY14. That retreat identified IT projects/practices to achieve, preserve, avoid, or eliminate.
- Develop criteria for selecting a portfolio of initiatives that technology will pursue.
- Screen initiatives against criteria and prioritize those initiatives.
- Identify critical success factors for implementation.
- Monitor performances against the campus plans and, at year-end, evaluate and revise as necessary.

As part of the plan on which there was already consensus agreement, KBCC will continue its computerization of classrooms through the following:
- Install 200 thin client servers with wireless connectivity and furniture in classrooms so that those rooms can be used both for standard instruction and as computer labs.
- Continue the BlackBoard Mobile project.
- Upgrade wireless access to the new "N" standard and adding 50 access points.
- Install video conferencing systems in six additional labs.
- Begin a virtual desktop initiative with 30 Fashion Design students.

Each year the technology plan will be evaluated and updated to ensure resources and investments are allocated to CUNY system and KBCC specific priorities.

Office for Technology Services (OITS) Mission

OITS has the primary responsibility for ensuring that the College's vision for the use of technology is achieved. It is therefore the role of this division to provide strong leadership, technical expertise, and effective and efficient support services for all academic and administrative areas within the College.

The mission for the Office of Information Technology Services is:

"to provide the highest quality support possible to advance the instructional goals of the College. Working in collaboration with the academic, student support and administrative officers of the College, we seek to promote the effective integration of technology into teaching and learning as well as to provide support to promote the administrative functions of Kingsborough and of the City University of New York. The Office strives to achieve this important mission through an integrated

process of planning, programming, training, consulting, and other support services. Its work is always guided by the expressed needs of the user community.

OITS is committed to collaborating with the college community to provide excellent technology products and services and recognizes that the college community has the best chance to succeed when we, within the OITS, strive for excellence and uphold high standards in our day-to-day operation. "

Values & Guiding Principles

The success of the technology strategic plan is rooted in these values:
- Culture of excellence
- Innovative, transparent and reliable services
- Equity, accessibility and inclusiveness to prevent a digital divide
- Customer centered mind-set focused on honesty, integrity and ethical behavior

The success of the technology strategic plan is directed by these guiding principles:
- Align technology investments with CUNY PMP.
- Invest in technology that supports efficient and effective campus operations.
- Foster technology fluency in students, faculty and staff to promote a productive anytime, anywhere work environment.
- Identify and invest in instructional technologies and support for faculty and students enrolled in degree programs and continuing ed/workforce development/certificate programs.

Technology Plan Vision

The KBCC technology plan is a guide for the use of information technology resources to:

- Advance student success through easy access to learning resources and student support services.
- Maximize institutional effectiveness through improved operational effectiveness and efficiencies with technology.
- Support faculty innovation in use of technology in research and use of instructional technologies.
- Improve communication across campus and to external constituents.

Goals and Initiatives

The technology plan contains seven goals organized into five categories that align with KBCC Strategic Priorities outlined in the KBCC 2012- 2016. The table below illustrates how the goals align with strategic goal areas.

Goal	Student Success Outcomes	Teaching & Learning	Technology Planning & Governance	Infrastructure	Decision Support	Training & Professional Development
1.0 Improve student success outcomes through student support systems that can be integrated into CUNYfirst.	✓					
2.0 Expand use of instructional technologies with continued investment in SMART classrooms, tools such as lecture capture, and growth in mobile support for instruction.		✓				
2.1 Adopt systems to track non-credit developmental interventions.		✓				
3.0 Create an effective campus-wide technology planning mechanism.			✓			
4.0 Acquire infrastructure that is scalable, adaptable, reliable, accessible, cost effective, and secure and user friendly.				✓		
5.0 Increase consistency, reliability and timeliness of management information for decision support.					✓	
6.0 Identify and provide professional development and training that is suitable to the needs of faculty and staff (role based).						✓

Each of the five strategic goal areas has a set of initiatives that set the foundation to operationalize the goals.

Strategic Goal Area One: Student Success Outcomes

Goal 1.0: Improve student success outcomes through student support systems that can be integrated into CUNYfirst.

OVERVIEW

This strategic goal area positions OITS to evaluate and set a course of action to improve the student experience. With a focus on taking a granular look at the student services ecosystem, OITS will begin to strengthen how technology will provide more equity of service delivery for students in degree seeking programs and continuing education/workforce development and certification programs. Areas KBCC seeks to improve student satisfaction with are academic support, student support services and administrative services.

Initiatives in this goal area advance communication mechanisms to successfully guide students through administrative processes to institute a sense of self-reliance and empowerment. In addition, a better understanding of the value, priority, and replacement lifecycle of systems that students interact with will enable a solid, transparent foundation for students as they engage in their educational experience at KBCC.

Outcomes can be measured through CUNYfirst data reports including the following:
- An increased number of students registered on CUNYfirst before in-person registration;
- Comparison of registered students from Fall- Fall and Fall-Spring; and
- An increased number of students who add courses to their shopping cart during term activation and before their registration appointment.

Questions the initiatives seek to answer:
How can technology improve the student experience?
Are the current and future business requirements for technology solutions accounted for in academic and administrative systems?

STUDENT SUCCESS OUTCOMES: INITIATIVES & ACTION STEPS

Initiative 1: Evaluate and establish communication mechanism that aligns with how students most consistently consume information. A Communication Task Force has already taken steps to evaluate communication mechanisms for this initiative. This task force will reconvene and consider the results of the student survey in developing recommended action steps and report to the Technology Advisory Committee (see Goal Three: Technology Planning and Governance).

Initiative 1 ACTION STEPS	2014	2015	2015	2016	2016
	Jul– Dec	Jan- June	July- Dec	Jan – June	July - Dec
1. Reconvene Communication Task Force.					
2. Synthesize student survey results with previous recommended actions.					
3. Report findings and next steps to Technology Advisory Committee.					

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Initiative 2: Create a blueprint of the student services system ecosystem.
A Task Force focused on Student Services will be convened to develop an enterprise-level map for existing student systems in use across campus; evaluate the value, priority and replacement cycle for each system; identify business requirements that are unmet with current systems; identify technology options for closing gaps. This task force will report status and results to the Technology Advisory Committee.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan –June	July -Dec
1. Select members for task force.					
2. Convene task force and develop approach to develop student services technology solutions map.					
3. Assign project owner, timeline, and status reporting requirements.					
4. Develop draft map.					
5. Present map to Technology Advisory Committee.					

Goal Area Two: Teaching & Learning

2.0 Expand use of instructional technologies with continued investment in SMART classrooms, tools such as lecture capture, and growth in mobile support for instruction.
2.1 Adopt systems to track non-credit developmental interventions.

OVERVIEW
Faculty integration of technology into the learning experience ranges from early adopters and advanced users to others experimenting with classroom technology tools to others that are uncertain how to enhance the learning experience with any technology. Continued investment in expanding infrastructure for instructional technologies and offering continued support for faculty may accelerate adoption. Exploration and adoption of alternative approaches to instruction aided with technology are especially important in the case when continuity of operations is compromised by inclement weather.

A second aspect to this goal is to enhance tracking developmental interventions and education outside the system. Currently, OITS works with Continuing Ed, Workforce Development and Certificate programs to create ad hoc tools. Although this has been a good stop-gap measure, a longer-term solution is required to increase enrollment in these programs to align with PMP College Targets for increasing campus revenue sources.

TEACHING AND LEARNING: INITIATIVES & ACTION STEPS

Initiative 1: Identify strategies to address mobile support for instruction, tools such as lecture capture, cutting edge approaches such as Gamification, and hybrid courses. The approach to this initiative is collaboration between CTL and OITS. A Task Force of the Technology Advisory Committee will lead this initiative. Academic Affairs will provide significant input into the charter and agenda for this subcommittee. This committee will also identify opportunities and requirements needed to support increased use of instructional technologies by faculty. Exploration of innovative technologies such as mobile support for instruction, tools such as lecture capture, cutting edge approaches such as Gamification and hybrid courses, and continued review of quality control for classroom instruction will be included in the charter for this task force.

Initiative 1 ACTION STEPS	2014	2015	2015	2016	2016
	Jul– Dec	Jan- June	July- Dec	Jan – June	July - Dec
1. Convene inaugural meeting.					
2. Confirm membership, task force charter and approach to technology tools exploration and review. Assign owner for overall exploration effort.					
3. Identify opportunities to support increased use of instructional technologies by faculty.					
4. Confirm status-reporting process to					

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	2014 Jul–Dec				
keep Technology Advisory Committee and Academic Affairs informed of activities and progress.	██				

Initiative 2: Improve technology skills training for faculty and students.

Initiative 2 ACTION STEPS	2014 Jul–Dec	2015 Jan-June	2015 July-Dec	2016 Jan – June	2016 July – Dec
1. Use annual OITS survey to identify faculty and student technology deficiencies.	██				
2. Develop plan to advance faculty and student technology skills.	██	██	██		
3. Identify faculty super users of instructional technology; work with "super user" faculty to identify ways to showcase value of integrating technology into instruction to other faculty; develop plan for aligning faculty super users with new instructional technology users to improve adoption.	██	██	██		

Initiative 3: Identify initiatives on campus that address developmental interventions. (This initiative has been in process and is being led by Student Advisement.) The status of this initiative will be discussed during a Technology Advisory Committee meeting and identify if additional support resources are needed to make further progress. One outcome for this initiative is to acquire a non-course transcript application for tracking developmental interventions and education.

Initiative 3 ACTION STEPS	2014 Jul–Dec	2015 Jan-June	2015 July-Dec	2016 Jan – June	2016 July – Dec
1. Review initiative progress with Peter Cohen.	██				
2. Identify additional resources needed to support review and recommended next steps.	██				
3. Develop and confirm business and technical requirements for tracking developmental interventions and education.	██				
4. Investigate solution acquisition options	██				
5. Confirm and report initiative status to Technology Advisory Committee	██				

Strategic Goal Area Three: Technology Planning & Governance

Goal 3.0 Create an effective campus-wide technology planning mechanism.

OVERVIEW

The CUNY PMP College Target setting and assessment process is the process by which KBCC priorities are set. To date, technology planning has been ad hoc and more of a response to the KBCC planning effort rather than an integrated partner in the process. Campus leadership has recognized that technology is an integral partner in helping realize institutional strategic goals. In addition, the consumerization of technology means, as the campus community demands more pervasive access to computing, investments in technology require a more strategic approach to planning. This requires a more active dialogue between OITS and campus constituents about decisions for resources, policy, and technology training and support for administrative and academic departments.

OITS is often called upon informally (and formally) to provide advice about technology solutions across campus. To ensure economies of scale in technology investments and alignment with campus priorities, a more streamlined approach to planning is proposed in this goal area.

TECHNOLOGY PLANNING AND GOVERNANCE: INITIATIVES & ACTION STEPS

Initiative 1: Create a single "umbrella" planning group consisting of representatives with decision-making authority from all relevant campus constituencies. Critical success factors for this initiative include the ability to identify options to incorporate current technology review/decision-making platforms into a single planning group.

Technology Advisory Committee
The broad charter for this Technology Advisory Committee (TAC) is to act as a platform where all technology investment proposals are reviewed and aligned with the technology strategic plan prior to approval. This process will ensure that technology investments follow set protocols (to be determined) to document business requirements, technology solution requirements, and technology resource requirements for supporting new technologies, and to review possible vendor options. In addition, requests for new technology acquisition can be prioritized and queued for funding using appropriate sources.

TAC membership will include broad representation from Academic Affairs, Student Affairs, Enrollment Management, Workforce & Economic Development and Institutional Effectiveness and Strategic Planning, Faculty and the Office of Information Technology for this committee.

There are two organizing channels that influence the TAC agenda. The existing technology committees form a permanent sphere of influence whereas the second channel, task forces, are assembled to address specific initiatives and operate as an implementation arm for the technology strategic plan.

Existing Technology Committees
The two existing technology focused committees, the Technology Planning Committee and the Student Technology Fee Committee will co-exist with the TAC. The Technology Planning Committee

will continue to review proposals for funding technology initiatives but will partner with the TAC to confirm new projects align with the technology strategic plan. In addition, the TAC will play an integral role in securing funding and allocating resources to support new technology projects. The Student Technology Fee Committee will continue to determine how the technology fee revenue is invested in technology.   Like the Technology Planning Committee, the Student Technology Fee Committee will partner with the TAC to confirm investment alignment with the KBCC technology plan. The reporting relationship between the TAC and the existing technology committees is a collaborative partnership.

Task Forces
Task Forces are working groups convened on an as needed basis to manage technology-focused initiatives. The TAC sets the agenda and membership for each task force. The task forces have a direct reporting relationship with the TAC.

The role of the task force is the following:
- Organize and support the successful execution of the assigned initiative
- Develop and implement work plan to accomplish goals in a timely manner
- Manage day-to-day tasks associated with the initiative
- Provide detailed status reports to the TAC to confirm progress

Below is a draft high-level TAC governance structure. Additional existing committees and groups considering technology investments may be folded into this communication, vetting structure.

EXISTING TECHNOLOGY COMMITTEES

Technology Advisory Committee

TASK FORCES

Technology Planning Committee

Student Technology Fee Committee

Communication
(See Goal 1.1, Initiative 1)

Student Services
(See Goal 1.1, Initiative 2)

Mobile & Instructional Technologies
(See Goal 2, Initiative 1)

Developmental Interventions
(See Goal 2, Initiative 2)

Infrastructure
(See Goal 4 Initiatives)

Institutional Research/OITS
(See Goal 5)

Training & Professional Development
(See Goal 6)

The overall TAC construct, membership, charter and relationship with existing technology committees and new task forces will be confirmed during the planning stage and initial meeting of the TAC. On another note, an additional priority for the TAC is to define an approach to establish a clear process to review research grants with technology components. The objective is to ensure that support for research with a technology component is appropriately forecasted and funded.

Critical success factors to consider for establishing the TAC:
- Assign staff to support meeting management and to establish and implement a communication plan for sharing meeting minutes and decision-making processes.
- Establish and confirm working relationship/partnership role with existing technology committees.
- Convene a technology "all hands" campus meeting each semester (led by the TAC) to discuss status and planning for current and future technology initiatives. This meeting is an open campus meeting.

Initiative 1 ACTION STEP	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan – June	July - Dec
1. Identify members, specify charge, establish timetable, and create and monitor comprehensive plan on an ongoing basis. Identify opportunities to more effectively integrate OITS in department level planning.	■				

Initiative 2: Promulgate a comprehensive IT plan that integrates the goals and objectives of campus constituents that includes an implementation timetable and resource requirements. This document is the result of this initiative. The implementation plan and a plan to assess and monitor the technology plan are included in this document.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan – June	July - Dec
1. Develop technology strategic plan.	■				
2. Align with KBCC PMPs.	■				
3. Incorporate linkages to existing plans such as Technology Fee, Perkins proposal, OCE, PMP, Presidential/CUNY initiatives, and faculty grab proposal.	■				
4. Assign staff to manage status reporting from streams of work in implementation plan.	■				

Strategic Goal Area Four: Infrastructure

Goal 4.0 Acquire infrastructure that is scalable, adaptable, reliable, accessible, cost effective, secure and user friendly.

OVERVIEW
Infrastructure as defined in this goal includes technology, policies and procedures, and services and support. Demand for a predictable infrastructure that contains these components requires OITS to not only maintain the current infrastructure but also forecast and plan for future investments. These investments will support innovation in teaching and learning, efficiency and effectiveness in administrative system support and delivery of services; and business continuity and disaster recovery if inclement weather strikes.

INFRASTRUCTURE: INITIATIVES & ACTION STEPS

Initiative 1: Extend wireless availability. The following actions are currently underway by OITS:
- Wireless Controller Hardware upgrade
- Install new Wireless Access Points AP832 in the cafeteria and library

OITS will continue to monitor student, faculty and staff service feedback to inform present and future wireless extensibility initiatives.

Initiative 1 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan –June	July -Dec
1. Align action steps with current upgrade activities underway.					
2. Develop and execute device registration approach for accessing Wi-Fi for the duration of a term (eliminate content needed to authenticate). Upgrade Wi-Fi onboarding system.					

Initiative 2: Develop and implement OITS policies, operating procedures, service level agreements, and a customer feedback mechanism. The objective of this initiative is to provide greater transparency for how OITS supports campus. Policies and operating procedures will be developed based on best practices to support excellent delivery and uphold regulatory legal requirements. In addition, OITS will use the student and faculty and staff survey results to develop service level agreements. The objective is to measure strengths, weaknesses and opportunities to improve how technology services are delivered to KBCC constituents. Online surveys will be deployed on an annual basis to optimize services. OITS representatives will also attend faculty meetings, department meetings and other campus meetings to enhance relationships and encourage open dialogue to confirm technology service needs are being met.

One important aspect of service delivery is to identify opportunities to improve computer lab availability. The needs of Continuing Ed/Workforce Development/Certificate program students (such as computer based exam scheduling) will be considered to build a case for expanding support services.

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Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan –June	July -Dec
1. Identify owner for this initiative.	███				
2. Develop plan and approach.	███				
3. Create a menu of services; align service offerings with specific timelines; establish service level agreement performance measures.	███				
4. Conduct best practice review to identify how other campuses develop and share policies and procedures. Document policies and operating procedures.	███				
5. Review computer lab availability; track student usage; identify requirements to staff computer lab to meet student needs; identify requirements to ensure computer availability meets student needs; develop recommendations for investment needed to resource and staff computer lab to meet student needs.	███				
6. Draft deliverables.	███				
7. Present and finalize documents.	███				

Initiative 3: Develop action plan for disaster recovery for infrastructure related IT services.

Initiative 3 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan –June	July -Dec
1. Assign lead to manage this initiative.		███			
2. Identify approach to develop action plan.		███			
3. Gain approval for approach.		███			
4. Develop Plan.		███			

Initiative 4: Develop an action plan for business continuity for infrastructure-related IT services.

Initiative 4 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan –June	July -Dec
1. Assign lead to manage this initiative.		███			
2. Identify approach to develop action plan.		███			
3. Gain approval for approach.		███			
4. Develop Plan.		███			

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Strategic Goal Area Five: Decision Support

> **Goal 5.0 Increase consistency, reliability and timeliness of management information for decision support.**

OVERVIEW

Effective use of data increases KBCC's capacity to make better decisions to improve student recruitment and enrollment, boost student success outcomes and produce higher quality, more useful institutional reports. CUNY system is exploring options to obtain an enterprise business intelligence solution to rollout system-wide. Goal 5.1 focuses on forecasting business requirements for a BI solution and continuing to advance skills to leverage data from CUNYfirst to inform better decision-making processes.

DECISION SUPPORT: INITIATIVES & ACTION STEPS

Initiative 1: Establish protocol to review and validate information provided by existing university mechanism. Accurate data drives KBCC hiring decisions for faculty and staff. An assessment to identify opportunities to strengthen data collection and analysis is needed to develop efficient analytics protocols to improve decision-making processes.

Initiative 1 ACTION STEP	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan –June	July -Dec
1. Convene an IR/OITS Task Force; identify potential points of exposure; formulate strategies to address data inconsistencies; identify opportunities to provide more staff training for use of CUNYfirst tools.	▓	▓			

Initiative 2: Develop business requirements for a data repository in preparation for CUNY University solution.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan –June	July -Dec
1. IR/IT Task Force identifies owner of this initiative.		▓			
2. Identify approach to collect requirements for a data repository solution.		▓			
3. Develop requirements.		▓			

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Initiative 3. Develop business requirements in preparation for CUNY enterprise business intelligence solution deployment. CUNY University is exploring an enterprise-wide business intelligence solution. Obtaining a BI solution is critical to improve KBCC's capacity to use analytics in reporting and decision-making. This initiative will help IR/OITS prepare in advance of deployment of this solution at KBCC.

Initiative 3 ACTION STEPS	2014	2015	2015	2016	2016
	Jul–Dec	Jan-June	July-Dec	Jan – June	July - Dec
1. IR/IT Task Force identifies owner of this initiative.		███			
2. Identify approach to collect business & technical requirements.		███			
3. Set timeline and status reporting		███			
4. Develop requirements.		███			

Strategic Goal Area Six: Training & Professional Development

Goal 6.0 Identify and provide professional development and training that is suitable to the needs of staff.

OVERVIEW

Staff roles and responsibilities have increasingly become reliant on effective use of technology. CUNY University systems such as CUNYfirst and academic technology solutions like Blackboard necessitate more advanced technology skills. Collaboration between HR and OITS is required to ensure staff has access to training in not only enterprise technology solutions but also productivity software suites. Technical training availability needs to start with onboarding new employees and to advance staff technical skills to increase productivity in performing day to day job responsibilities. The initiative in this goal area focuses on developing a more strategic partnership between HR and OITS to ensure technology skills training meets the requirements for current and changing staff roles.

TRAINING & PROFESSIONAL DEVELOPMENT: INITIATIVES & ACTION STEPS

Initiative 1: Develop training plan to more effectively use administrative systems (CUNYfirst) and advance general IT skills.

ACTION STEP	2014 Jul–Dec	2015 Jan-June	2015 July-Dec	2016 Jan –June	2016 July -Dec
1. Work with HR to identify training needs (role based) for technology skills; evaluate current offerings and identify gaps in training offerings; assess training solution options (outsource, provide in house, etc.); confirm delivery mechanism; plan for training rollout.	▓	▓	▓		
2. Align business processes to CUNY FIRST; identify functionality knowledge gaps that will provide greatest utility to business areas; Identify training needs and make recommendations for next steps.		▓	▓	▓	▓
3. Collaborate with HR & other departments to develop business requirements for an onboarding technical solution. Translate business requirements into SharePoint onboarding solution; Finalize and launch solution.	▓	▓	▓		
4. Create a system using SharePoint to develop onboarding system that will also provide staff and faculty orientation. Create a system using SharePoint to develop onboarding system that will also provide staff and faculty orientation.	▓	▓	▓		

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OITS Technology Funding

OITS receives their main source of funding through the Student Technology Fee and tax levy.

The Student Technology Fee Advisory Committee acts as a steward to ensure funds from this revenue source place a priority on the needs of students and to help achieve the overall goals of the College. The Advisory Committee reviews proposals that are informed by KBCC PMPs and priorities. The allocation for the Student Technology Fees for FY 2013- 2014 is as follows:

Budget Item	FY2013-2014
Staff Costs	660,000.00
Hardware, Networking and Peripherals	904,000.00
Library Electronic Databases	60,000.00
Software Projects	173,000.00
Furniture (computerization of classrooms)	325,000.00
Miscellaneous (supplies, paper, computer)	100,000.00
Enterprise Initiatives (Bb, Email, Academic Advisement, etc.	210,000.00
Total	**2,432,000.00**

The second funding mechanism that makes up the OITS budget is tax levy. The table below contains the current fiscal year tax levy allocation:

Item Description, Project/Activity	Allocation
Application Maintenance	$59,706.00
Biz Hub Copiers/Printers/Fax/Scanner-Replacement & Deferred payment	$68,000.00
Campus Provided Cell Phone Service	$28,000.00
Computer Supplies and Subscriptions for Academic and Administrative Areas	$22,500.00
CUNYfirst Training, CUNYfirst Training and Website Update and Maintenance	$70,000.00
Disaster Recovery and offsite tape storage	$48,000.00
Local, Regional Telephone Service and Cable Service	$73,300.00
Maintenance Contract For copiers used in Admin/Faculty and Office Service	$128,000.00
Maintenance of Hardware and Print Management	$40,000.00
Office Supplies, Security ID cards and Print Cartridges	$33,000.00
PBX and Modular Messaging Hardware and Software Maintenance	$74,333.00
Replacement of Telephone sets, PA, additional Telecom Equipment and Data Cabling	$25,000.00
Totals	**$669,839.00**

Technology Plan Implementation & Ongoing Technology Projects

The detailed cumulative list of initiative implementation plans is contained in Appendix Section 1.

In addition to the new initiatives cited in the technology plan, there are several technology projects underway. These projects will be monitored and assessed along with the new slate of projects. The ongoing project list is in the Appendix Section 5.

Technology Plan Assessment and Monitoring

Following the formal launch of the implementation phase, OITS leadership will begin a formalized assessment and monitoring phase. An OITS staff member will be designated as the technology plan communication coordinator. This role is responsible for collecting and reporting status of the initiatives contained in the plan. OITS leadership will define submission intervals for the status reports. OITS leadership will also define other responsibilities for this position in order to support the successful execution of the implementation plan.

At the six-month milestone post-implementation kickoff, KBCC will conduct an implementation plan assessment to evaluate the progress in executing on goals and initiatives. Key draft performance measures included in the implementation plan health check are listed in Appendix Section 2. These performance measures will be further refined during the initial implementation phase. This is a critical step in the strategic plan adoption process. This step ensures the plan continues to evolve as KBCC priorities evolve and influence how investments are allocated for technology.

Key steps in the Implementation Plan Health Check include:
- Audit Progress made against Strategic Plan Goals and Initiatives. Data collection methods may include a survey and individual interviews.
- Identify Gaps in Progress and Opportunities to Augment/Alter Goals and Initiatives.
- Finalize Audit and Update the Strategy and Implementation Plan.

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OITS led development of the Technology Strategic Plan with support from Dianna Sadlouskos, an independent higher education management consultant.

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   - IT Research Brief
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APPENDIX SECTION 1 IMPLEMENTATION PLAN

Goal Area One: Student Success Outcomes

Initiative 1: Evaluate and establish communication mechanism that aligns with how student most consistently consume information.

Initiative 1 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Reconvene Communication Task Force	■						
2. Synthesize student survey results with previous recommended actions.	■						
3. Report findings and next steps to Technology Advisory Committee.	■						

Initiative 2: Create a blueprint of the student services system ecosystem.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Select members for task force	■						
2. Convene task force and develop approach to develop student services technology solutions map.	■						
3. Assign project owner, timeline, and status reporting requirements	■						
4. Develop draft map	■						
5. Present map to Technology Advisory Committee	■						

Goal Area Two: Teaching & Learning

Initiative 1: Identify strategies to address mobile support for instruction, tools such as lecture capture, cutting edge approaches such as Gamification, and hybrid courses.

Initiative 1 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Convene inaugural meeting	■						
2. Confirm membership, task force charter and approach to technology tools exploration and review. Assign owner for overall exploration effort.	■						
3. Identify opportunities to support increased use of instructional technologies by faculty.	■						
4. Confirm status-reporting process to keep Technology Advisory Committee and Academic Affairs informed of activities and progress.	■						

Initiative 2: Improve technology skills training for faculty and students.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July – Dec		
1. Use annual OITS survey to identify faculty and student technology deficiencies.	■						
2. Develop plan to advance faculty and student technology skills.	■	■	■				

3. Identify faculty super users of instructional technology; work with "super user" faculty to identify ways to showcase value of integrating technology into instruction to other faculty; develop plan for aligning faculty super users with new instructional technology users to improve adoption.	███						

Initiative 3: Identify initiatives on campus that address developmental interventions. This initiative has been in process and is being led by Student Advisement.

Initiative 3 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July – Dec		
1. Review initiative progress with Peter Cohen	██						
2. Identify additional resources needed to support review and recommended next steps.	██						
3. Develop and confirm business and technical requirements for tracking developmental interventions and education.	██						
4. Investigate solution acquisition options	██						
5. Confirm and report initiative status to Technology Advisory Committee	██						

Goal Area Three: Technology Planning & Governance

Initiative 1: Create a single "umbrella" planning group consisting of representatives with decision-making authority from all relevant campus constituencies.

Initiative 1 ACTION STEP	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Identify members, specify charge, establish timetable, and create and monitor comprehensive plan on an ongoing basis. Identify opportunities to more effectively integrate OITS in department level planning.	██						

Initiative 2: Promulgate a comprehensive IT plan that integrates the goals and objectives of campus constituents that includes an implementation timetable and resource requirements.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Develop technology strategic plan	██						
2. Align with KBCC PMPs	██						
3. Incorporate linkages to existing plans such as Technology Fee, Perkins proposal, OCE, PMP, Presidential/CUNY initiatives, and faculty grab proposal.	██						
4. Assign staff to manage status reporting from streams of work in implementation plan.	██						

Strategic Goal Area Four: Infrastructure

Initiative 1: Extend wireless availability.

Initiative 1 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Align action steps with current upgrade activities underway	▓						
2. Develop and execute device registration approach for accessing Wi-Fi for the duration of a term (eliminate content needed to authenticate). Upgrade Wi-Fi onboarding system	▓						
	▓						
Networking & Telecom							
Wireless Controler Hardware upgrade;							
Expand Network Support Staff hours availability: 2/3 support from 7:30am - 10:00pm							
Revist wireless bandwidth for Staff (upgrade to 40 - 60 MBPS)							
Streamline process for Lotus account creation and password changes							

Initiative 2: Develop and implement OITS policies, operating procedures, service level agreements, and a customer feedback mechanism.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Identify owner for this initiative	▓						
2. Develop plan and approach	▓						
3. Create a menu of services; align service offerings with specific timelines; establish service level agreement performance measures.	▓						
4. Conduct best practice review to identify how other campuses develop and share policies and procedures. Document policies and operating procedures	▓						
5. Review computer lab availability; track student usage; identify requirements to staff computer lab to meet student needs; identify requirements to ensure computer availability meets student needs; develop recommendations for investment needed to resource and staff computer lab to meet student needs.	▓						more dedicated open labs for students, add MAC computers, review location options for open stations, and revise lab handouts for student self-), publicize services currently available
6. Draft deliverables	▓						
7. Present and finalize documents	▓						
ACADEMIC SERVICES							
Improve smartphone directions and self help support provided via KBAM							
Purchase & mandate uniforms (vests) for ITS Lab employees							
Add print only station to cyberlounge							

Initiative 3: Develop action plan for disaster recovery for infrastructure related IT services.

Initiative 3 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Assign lead to manage this initiative		▓					
2. Identify approach to develop action plan		▓					
3. Gain approval for approach		▓					
4. Develop Plan		▓					

Initiative 4: Develop an action plan for business continuity for infrastructure-related IT services.

Initiative 4 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Assign lead to manage this initiative							
2. Identify approach to develop action plan							
3. Gain approval for approach							
4. Develop Plan							

COMMUNICATION							
1. Improve communication about services using audio, video, digial signage, employee handouts, regular email blasts, better utilization of popular communication tools, Facebook & Twitter							

Strategic Goal Area Five: Decision Support

Initiative 1: Establish protocol to review and validate information provided by existing university mechanism.

Initiative 1 ACTION STEP	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Convene an IR/OITS Task Force; identify potential points of exposure; formulate strategies to address data inconsistencies; identify opportunities to provide more staff training for use of CUNYFIRST tools.							

Initiative 2: Develop business requirements for a data repository in preparation for CUNY University solution.

Initiative 2 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. IR/IT Task Force identifies owner of this initiative							
2. Identify approach to collect requirements for a data repository solution							
3. Develop requirements							

Initiative 3. Develop business requirements in preparation for CUNY enterprise business intelligence solution deployment.

Initiative 3 ACTION STEPS	2014	2015	2015	2016	2016	Owner	Funding
		Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec	
1. IR/IT Task Force identifies owner of this initiative							
2. Identify approach to collect business & technical requirements							
3. Set timeline and status reporting							
4. Develop requirements.							

Strategic Goal Area Six: Training & Professional Development

Initiative 1: Develop training plan to more effectively use administrative systems (CUNYFirst) and advance general IT skills.

ACTION STEP	2014	2015	2015	2016	2016	Owner	Funding
	Jul– Dec	Jan- June	July- Dec	Jan –June	July - Dec		
1. Work with HR to identify training needs (role based) for technology skills; evaluate current offerings and identify gaps in training offerings; assess training solution options (outsource, provide in house, etc.); confirm delivery mechanism; plan for training rollout.	■	■	■				
2. Align business processes to CUNY FIRST; identify functionality knowledge gaps that will provide greatest utility to business areas; Identify training needs and make recommendations for next steps.		■	■	■	■		
3. Collaborate with HR & other departments to develop business requirements for an onboarding technical solution. Translate business requirements into SharePoint onboarding solution; Finalize and launch solution	■	■	■				
4. Create a system using SharePoint to develop onboarding system that will also provide staff and faculty orientation. Create a system using SharePoint to develop onboarding system that will also provide staff and faculty orientation.	■	■	■				

APPENDIX SECTION 2
TECHNOLOGY PLAN
PERFORMANCE MEASURES

	FY15 Q1	FY15 Q2	FY15 Q3/4	FY15	FY16	FY17
Goal Area 1 Student Success outcomes						
Translate Communication Task Force Recommendations into Technology Requirements to support improved communication						
Student Services sytem map complete						
Translate Student Services map into forecasted IT support requirements, replacement, etc.						
Goal Area 2: Teaching & Learning						
Set growth targets for courses hosted on Bb						
Set growth targets for faculty adoption of instructional technology						
Set targets for student & faculty IT skills development training attendance						
# of calls/support for IT Skills/computer lab						
Goal Area 3: Technology Planning & Governance						
TAC is created; 2- 3 meetings held; task force structure defined						
IT Plan Initiatives are reviewed for funding, status determined (immediate implementation, postponement)						
IT Plan Communication Coordinator is collecting and reporting status						
Goal 4: Infrastructure						
Develop targets for technology upgrades, expansion (servers, wireless network updates, etc.)						
Develop targets for IT support calls						
OITS Policies, procedures & SLAs completed and launched						
Service level targets set (computer labs, help desk, network services)						
Disaster Recovery Plan complete						
Business Continuity Plan Complete						

Goal 5: Decision Support						
IT support for using CUNYFirst tools defined						
Data repository requirements translated into technical requirements						
BI solution business/technical support requirements defined						
Goal 6: Training & Professional Development						
(Need to develop metrics for six months out)						

APPENDIX SECTION 3
OITS GOVERNANCE

OITS Organization Chart
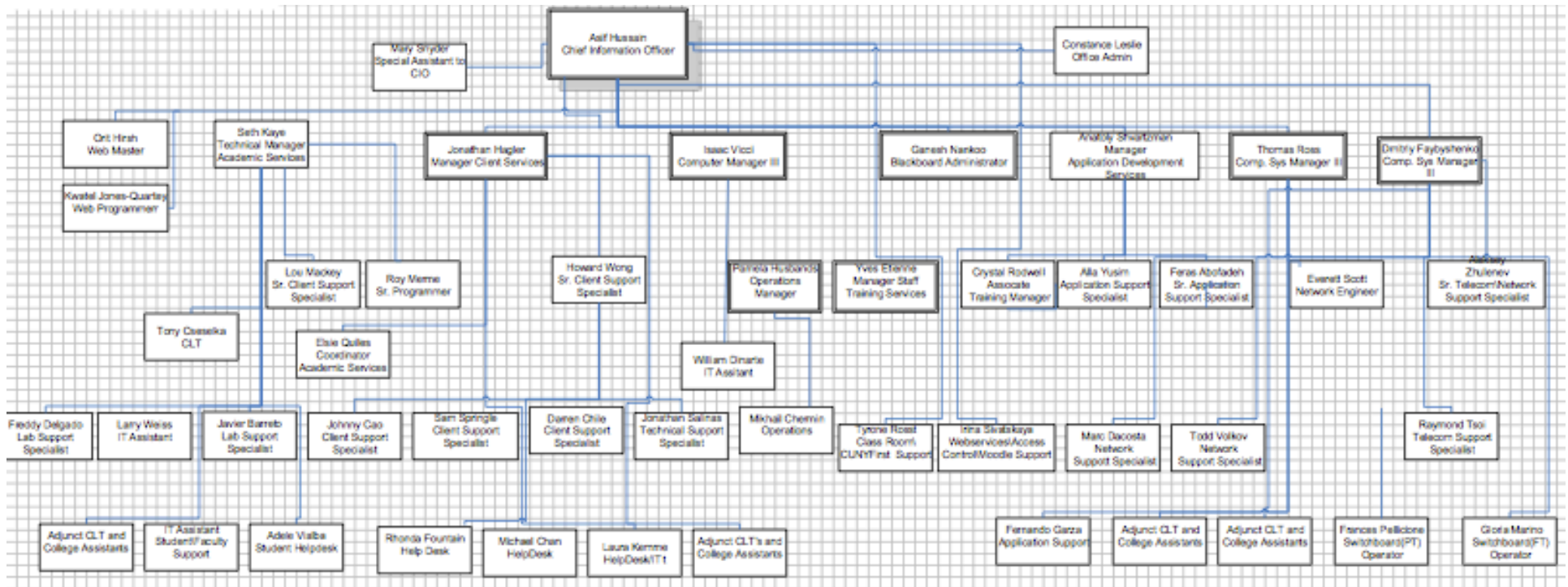
Academic Resources (IC)
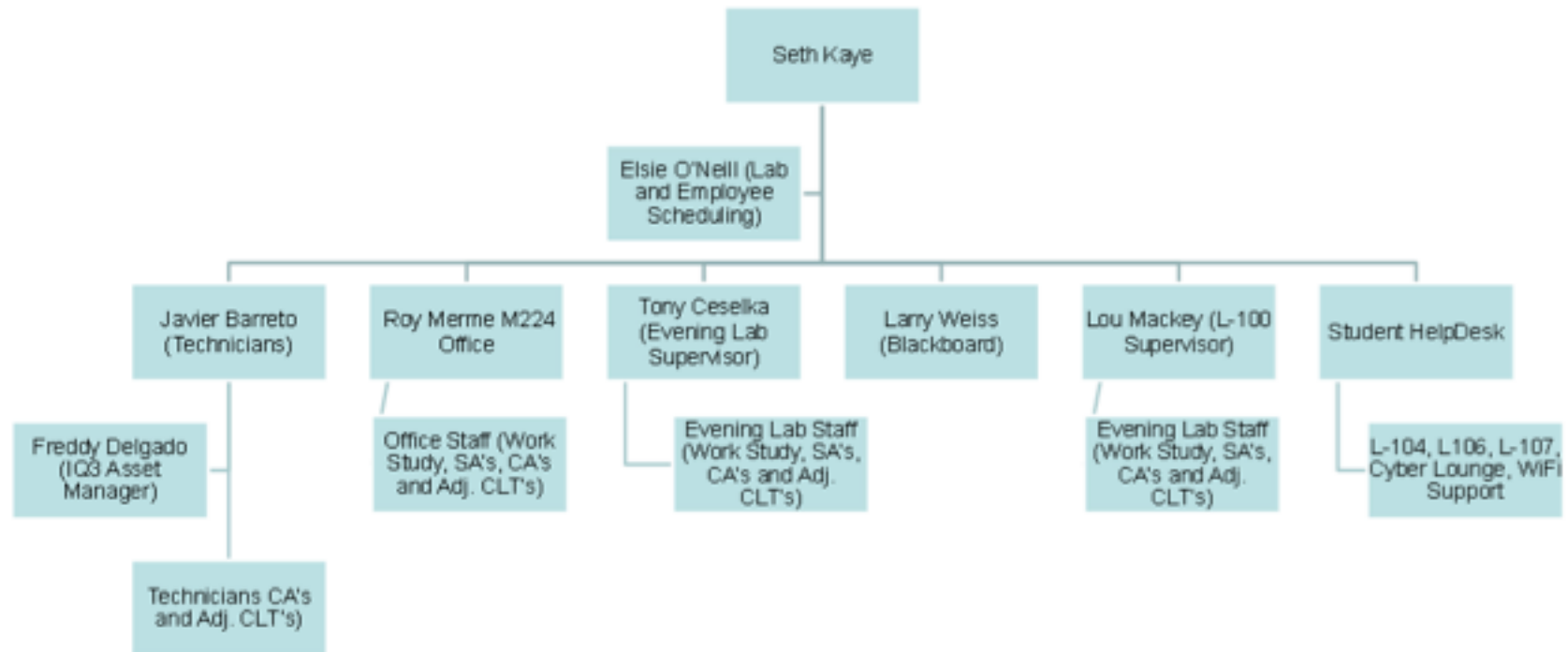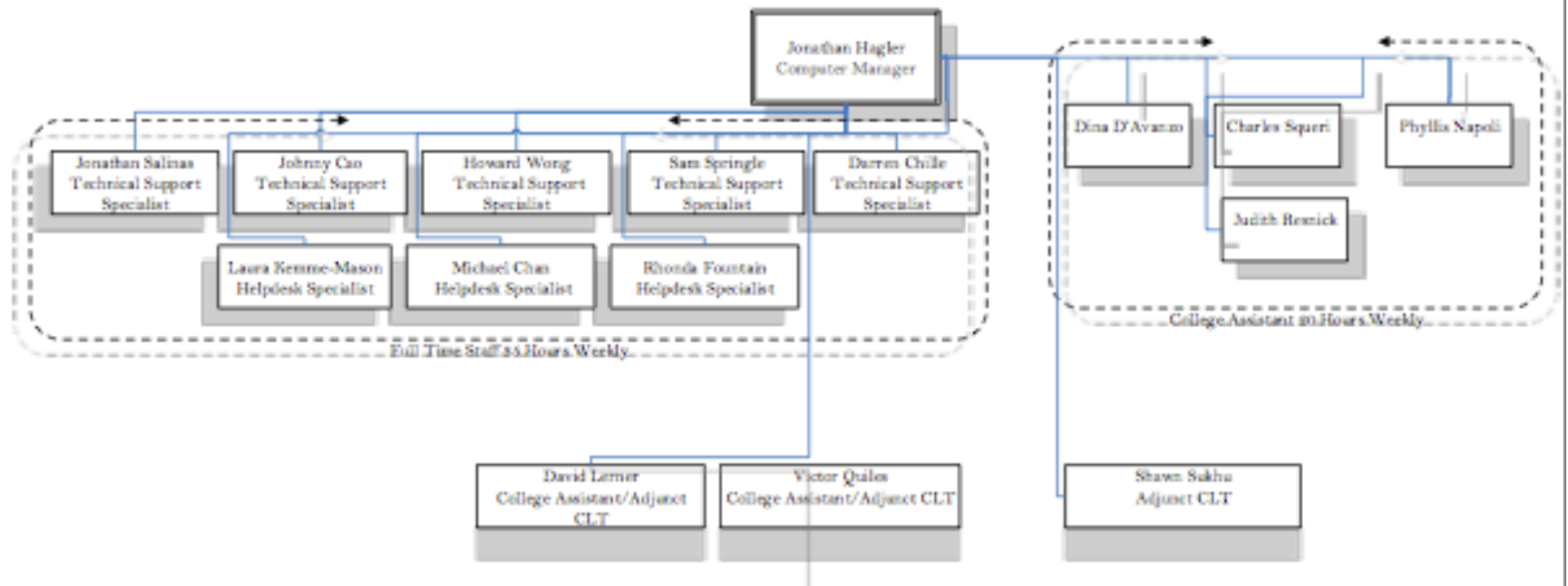
Client Service
Faculty & Staff Help Desk &
Technical Support Staff

KBCC Technology
Planning Committees

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**Technology Planning
Group Committee**
The purpose of the Technology Planning Group is to set priorities for Technology project that are received for the instructional area and to decide on funding sources.
Meetings: Weekly basis.

Members
- David Gomez-VP for Academic Administration
- Asif Hussain- Chief Information Officer
- Stanley Bazile- Associate Dean of Academic Affairs
- Reza Fakhari- Associate Provost
- Elizabeth Sergile- Associate Director of Instruction Services
- Marissa Schlesinger-DIrector of Academic Affairs.
- Michael Rosson
- Barbara Fairweather

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Technology Fee Committee
The purpose of the Technology Fee Committee is to formulate the Technology Fee plan and oversee the implementation.
Meetings: Scheduled as needed

Members
- David Gomez- Committee Chairperson, VP for Academic Administration
- Bill Correnti Director of Budget and Financial Planning
- Elizabeth Sergile- Associate Director of Instructional Services
- Prof Edgar Trout - Dept. Tourism and Hospitality
- Prof. Edward Martin- Dept. Of Business
- Michael Klein -Registrar
- Asif Hussain- Chief Information Officer
- Juanita Linares -Deputy Director, Human Resources
- Antonio Lopez -Student Representative
- Steven Campbell -Student Representative
- Katrina Hazell -Student Representative

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APPENDIX SECTION 4
OITS SYSTEMS & SERVICES

APPENDIX SECTION 5
OITS CURRENT PROJECT LIST

IT Systems Inventory

System Name	Infrastructure	Administration	Academic	Description	System Type • In-house developed • Outsourced • Off-the-shelf • CUNY system	Replacement Lifecycle/ Review Due	Owner
1. FalconStor	x			Replication System-Storage	Off-the-Shelf	2019	ITS-NET
2. EMS-VNX 5300 SAN-P211	x			Storage Area Network	Off-the-Shelf	2019	ITS-NET
3. EMS-VNX 5300 SAN-L-117	x			Storage Area Network	Off-the-Shelf	2019	ITS-NET
4. IBM DS4800 SAN	x			Storage Area Network	Off-the-Shelf	End of Life	ITS-NET
5. IBM DS4700 SAN	x			Storage Area Network	Off-the-Shelf	End of Life	ITS-NET
6. DELL Equalogic SAN	x			Storage Area Network	Off-the-Shelf	End of Life	ITS-NET
7. DELL EMC-AXi10 SAN	x			Storage Area Network-DR Center	Off-the-Shelf	End of Life	ITS-NET
8. Juniper ISG 1000 Firewall	x			DR Center Firewall	Off-the-Shelf	End of Life	ITS-NET
9. Podium Computers –Appendix1			X	Classroom PC	Off-the Shelf-In house developed	2018	ITS-IC
10. Video Surveillance System			X	Cameras used for surveillance, Servers and Storage to run and store Surveillance footage and Security Console to monitor	Off-the-shelf	As needed	ITS-NEXT-Public Safety
11. Q-Radar-SNMP LOGS			X	ITS support Q-radar for log collection, all the logs from different.	Off-the-shelf	2019	ITS-NET
12. Projector & Small Whiteboard			X	ITS Supports Smart Class Rooms	Off-the Shelf-In house developed	2018	ITS-IC
13. Smart Computer Lab			X	Automated Labs	Off-the Shelf-In house developed	2018	ITS-AS INFRA
14. Thin clients System			X	Thin PC-HP	Off-the Shelf-In house developed	2018	ITS-NET

KINGSBOROUGH
COMMUNITY COLLEGE

System Name	Infrastructure	Administration	Academic	Description	System Type • In-house developed • Outsourced • Off-the-shelf • CUNY system	Replacement Lifecycle/ Review Due	Owner
15. Wireless Laptop Carts	X			ITS Support Laptop Loans	Off-the Shelf	2018	ITS-AS
16. Aleph Library System		X		ITS Support Library Management	Outsourced-CUNY System	Dependent on Software Vendor updating the software	CUNY
17. Avaya PBX		X		ITS Support PBX	Off-the Shelf	End of life	ITS-NET
18. Call Accounting System		X		IT Support Tracks incoming and outgoing calls	Off-the Shelf	Yearly Updates	ITS-NET
19. Call Management System		X		Direct Calls, run reports, Identify call volume, wait time and drop rates	Off-the Shelf	End of Life	ITS-NET
20. Communication Manager Avaya Software		X		Controls the PBX for the phone	Off-the Shelf	End of Life	ITS-NET
21. Citrix Xen App System		X		Provide secure connection to Faculty, for both in house and remote use	Off-the Shelf	Yearly Updates	ITS-NET
22. CUNY alert Emergency Notification System	X	X		Emergency Notification	Off-the Shelf	Dependent on the Software vendor	CUNY State of New York
23. CUNY first System	X	X		ERP used to manage HR, AP, SIS, FA, SF and Procurement	Off-the-Shelf Customized for CUNY	Dependent on the Software vendor	CUNY
24. Degree Works- Degree Audit Used for Financial Aid ancillary facts		X		Used to evaluate student ability to Graduate eligibility for Financial Aid			
25. VTL System		x		Virtual tape library backup	Off-the shelf customized for Kingsborough	Depend on the blended life cycle of the ingredients that make up the Recovery Site	
26. Help Star-Help Desk Ticketing System		X		ITS support Student, Staff and Faculty by providing a ticket for further assistant.	Off-the shelf customized for Kingsborough	Yearly updates	ITS-Client

KINGSBOROUGH
COMMUNITY COLLEGE

System Name	Infrastructure	Administration	Academic	Description	System Type • In-house developed • Outsourced • Off-the-shelf • CUNY system	Replacement Lifecycle/ Review Due	Owner
27. KBAM- Kingsborough Account Management		X		Students to manage their email system passwords	In House Developed	As needed	ITS-AS-INFRA
Lotus Notes		X		Email used by Staff and Faculty	Off-the-shelf	As needed	ITS-AS-INFRA
28. Modular Message System		X		Voicemail	Off-the-shelf	As needed	ITS-NET
29. Non-Emergency Text Messaging System		X		Used to send text messages to student based on CUNYfirst	In house developed	No Updates	ITS-AS-INFRA
30. Website Share Point		X		KBCC Website	Off-the-shelf In house customized	Depend on the vendor refresh cycle	ITS-WEB
31. Gateways to send text messages		X		Reports action items			
32. Nuance Voice Activated Attendant		X		Voice activated system direct	Off-the-shelf	As needed	ITS-NET
33. Office 360 Email for Students		X		Student Email	Off-the-shelf	Depend on the vendor refresh cycle	ITS-AS-INFRA
34. PA System	X			Public Address System	Off-the-shelf Customized for Kingsborough	As needed	ITS-NET
35. Student Billing System		X		Used to send student tuition bill	In house developed	As needed	ITS-APP
36. Test Score system		X		Used to obtain Test Scores	In house developed	As needed	ITS-APP
37. TEV-Teacher Evaluation System		X		In house developed	In house developed	As needed	ITS-APP
38. Video Surveillance System-using ONNSI NVR system		X		Software used to capture and store Surveillance footage	Off-the-shelf	As needed	ITS-NEXT-Public Safety

System Name	Infrastructure	Administration	Academic	Description	System Type • In-house developed • Outsourced • Off-the-shelf • CUNY system	Replacement Lifecycle/ Review Due	Owner
39. IBM TSM-Tivoli	x			Backup Software	Off-the-Shelf	2015	ITS-NET
40. Wireless Network-Guest, Staff and Faculty System		X		Wireless Access for Staff, Student and Guest	Off-the-shelf	Yearly refresh cycle	ITS-NET
41. Academic Technology Application							
42. Blackboard System			X	Learning Management Solutions	Off-the-shelf	Dependent on vendor refresh cycle	ITS-Distance
43. Moodle Room System			X	Learning Management Solutions	Off-the-Shelf	Dependent on vendor refresh cycle	ITS-Distance
44. Digication			X	ePortfolio	Off-the-Shelf	Dependent on vendor refresh cycle	ITS-AS
45. Turnitin			X	Anti-Plagiarism Solutions		Dependent on vendor refresh cycle	KCCAT

IT Services & Support

| Service Type	Students	Faculty	Staff	Description of Service	# of FTEs Assigned	Org. Owner (ITS, Other?)
1. Academic Services	X	X		Offers faculty a number of options for enhancing classrooms instruction through technology.	8	ITS
2. Client Services	X	X	X	All commonly pre-loaded with Microsoft Office, Web browsers , Adobe Acrobat Reader, and the Lotus Notes full client.	6	ITS
3. Network Infrastructure & Telecommunication	X	X	X	Telephones service is provided in faculty office through telecommunication	7	ITS
4. Application Development Services	X	X	X	Developing computer application that are essential to all Administrative, Academic departments and student services	3	ITS
5. Operations-Application Support		X	X	Operation unit, run scanned report for faculty and various administrative offices.	2	ITS
6. Web Services		X	X	Develop or create work on a web page using text files, images or templates	3	ITS
7. Academic Infrastructure	X	X		Infrastructure needed to run instruction, it includes management of Servers and services like print management, Lab Reservation and Active Directory.	3	ITS

APPENDIX SECTION 6
TECHNOLOGY STRATEGIC PLAN
WORK PAPERS

Work Papers Introduction

- This section contains results from various data collection and analysis activities that inform the strategic plan development process.
- The Leadership Interview Results and the Survey Results were presented during the Strategic Plan Work Session. These sections represent the analysis and synthesis of the KBCC current state of IT assessment- from the KBCC constituent perspective
- The Strategic Plan Work Session Notes are documentation of flip chart notes and discussions held during the Strategic Plan Work Session. The session and the resulting notes informed the Draft Goals and Initiatives document.
- The final document in this section represents the direct feedback from OITS staff and the Strategic Plan Work Session participants.

Campus Insight
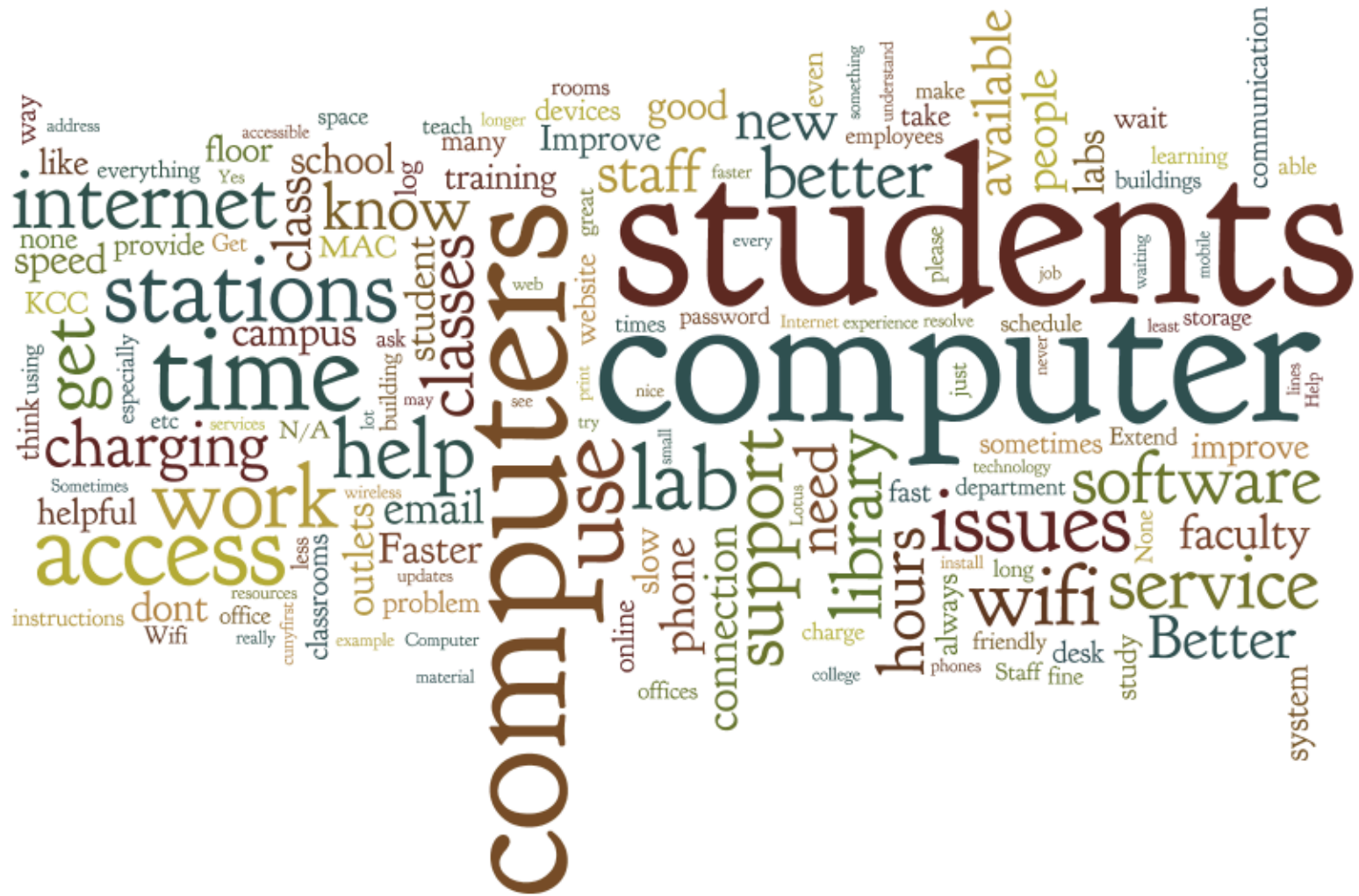
LEADERSHIP INTERVIEWS RESULTS

Interviews: Strengths

- The investment in SMART classrooms has been a benefit to the instructional process.
- IT leadership is responsive to needs of departments. Evaluates issues and often identifies solutions that require creativity.
- Help Desk resolves issues timely
- Hardware and software needs are managed well.

Interviews: Top Challenges

- Funding and Budget Uncertainty
  - Institutions are facing declining and enrollment during a time when funding colleges becomes more tuition driven
  - CUNY HR goals are to increase FT faculty as administrative costs have continued to rise.
- Information Technology Planning
  - Technology planning is not a coordinated effort across campus. As such technology investments are often reactive. Campus is challenged to develop long-term investment strategies that ensure a higher return on investment.
  - A clear process to review research grants with a technology component does not exist. As a result, technology is acquired that may not be supported on campus.
- Data
  - Legacy data access processes allowed for timely data to inform decisions for activities such as institutional reporting and enrollment management. Standardized data reports available through CUNYfirst do not meet previous quality standards and are received on a less timely basis

Interviews: Challenges

- Student Customer Service
  - Customer service to students has decreased in quality due to interruptions in CUNYfirst access during registration (12/6 academic calendar is off cycle with CUNYfirst).
- Website
  - Additional Training is needed for departments to manage their own content. For some departments it's important to update content in "real time.
- CUNYfirst
  - Business operations and processes have not formally changed to align with new technologies. Workaround processes have been created that are inefficient and ad hoc.

Challenges

- IT Skills
  - Staff roles don't align with new systems and skills are not sufficient to optimize capacity of new systems.
  - A consistent onboarding process does not exist to assess IT skills for new employees. Often new employees have low computer literacy rates and are unprepared to do their job.
- IT Support
  - Although issues get resolved, access to support and issue resolution does not seem standardized. There are no clear service level agreements that establish expectations for support.
- Communication
  - Students don't open campus email resulting in missed registration, financial aid and other important deadlines.
- Space
  - Space availability for classes (both degree & continuing ed programs) is difficult to balance. Continuing ed classes are cancelled because of lack of space availability.

Interviews: Opportunities

- Identify opportunities where technology can support increased self-service options
- Develop an IT component to onboarding new employees that assesses IT skills. Provide training to employees where there are gaps in skills that prevent optimal job performance.
- Evaluate how customer service can be improved with the use of technology.
- Identify opportunities to support expansion of instructional technologies to incorporate cutting edge approaches such as gamification and hybrid courses.
- Identify opportunities to more effectively integrate ITS in department level planning

SURVEY RESULTS

Survey Demographics

- The survey was distributed to all Faculty, Staff and Students.
- The survey questions were presented in multiple formats to provide respondents ample opportunity to share opinions on value and opportunities for improvement.

Demographic	Total
Number of Faculty	77
Number of Staff	134
Number of Students	266

Faculty Demographics

- Academic Rank
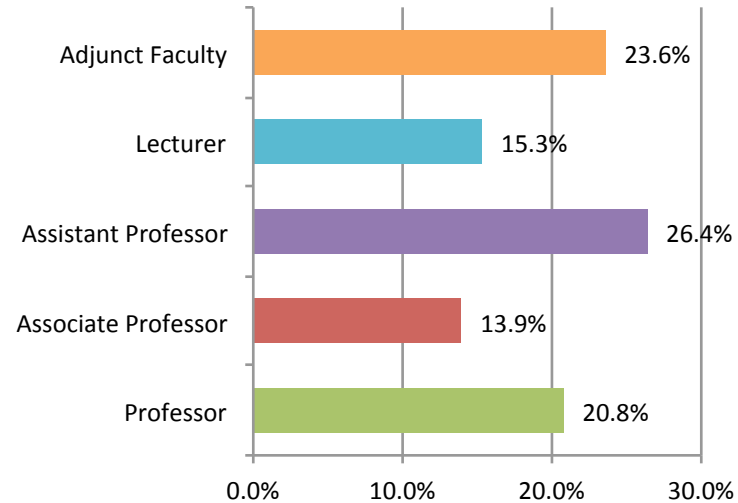
- Years of Employment
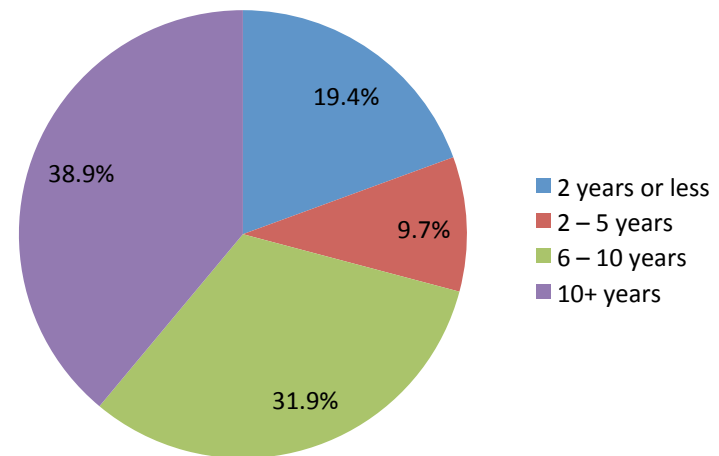
Total Number of Respondents: 77

Number of Faculty Respondents: 77

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Staff Demographics

- Academic Rank
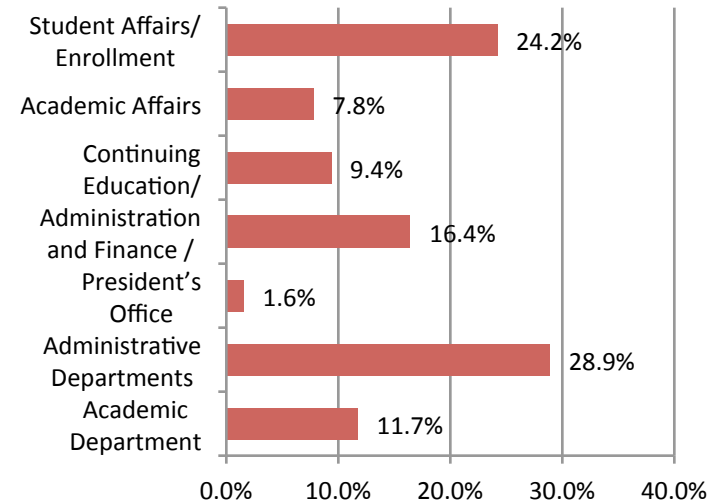
- Years of Employment
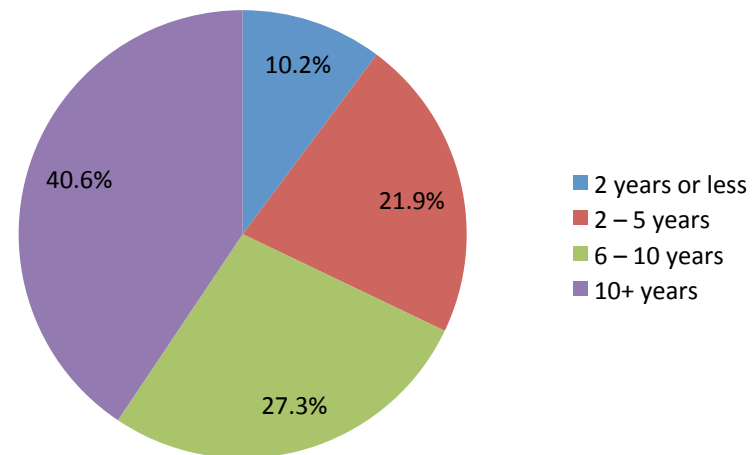
Total Number of Respondents: 134

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Student Demographics

- ## Age of Students
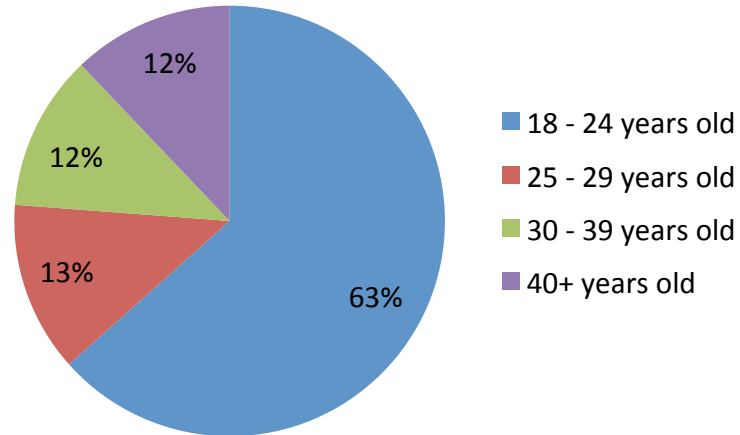
- ## # of Terms
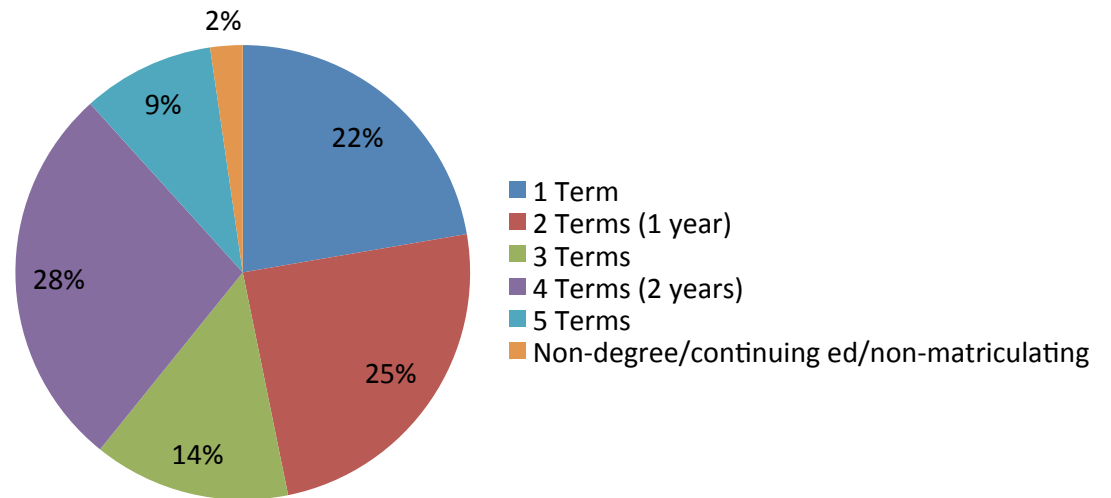
Total Number of Respondents: 266

Faculty: Blackboard Usage

Do you Use Blackboard?

Legend:
- Yes
- Don't use but interested in learning more about using Blackboard.
- Don't use; not interested in learning more about Blackboard.

Chart data:
- Don't use; not interested in learning more about: 8.6%
- Don't use but interested in learning more about using: 27.1%
- Yes: 64.3%

(X-axis: 0.0%, 20.0%, 40.0%, 60.0%, 80.0%)
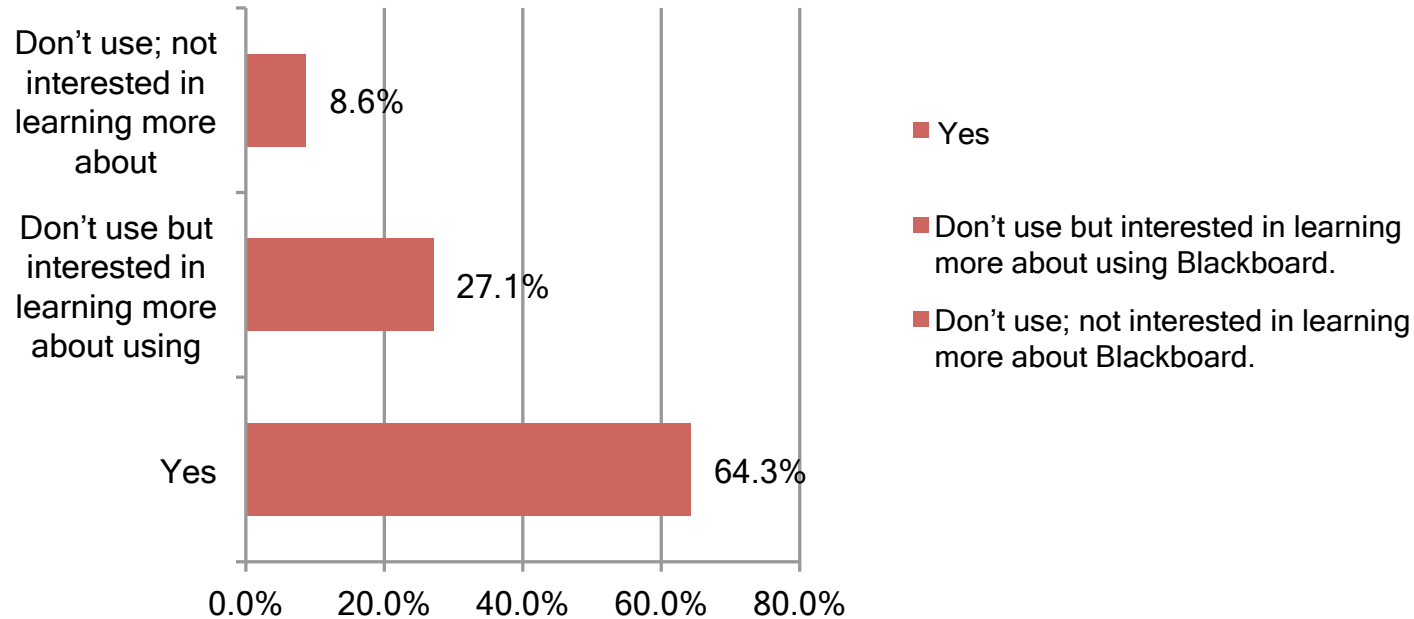
Total Number of Respondents: 70

Faculty: Blackboard Usage

Do you use the following Blackboard tools?

(Q5)Tool	Yes	Don't use, but interested	Don't use, not interested
Announcements	95%	0%	5%
Assignment Tool	50%	24%	26%
Audio/Video upload including	29%	50%	21%
Blogs/Wikis	17%	45%	38%
Content upload/download for	100%	0%	0%
Discussions	46%	24%	30%
Groups	35%	41%	24%
Lecture Capture	10%	59%	31%
Plagiarism prevention (SafeAssign)	19%	58%	23%
Syllabus	78%	15%	8%
Testing	44%	31%	25%
Web conferencing/virtual	7%	57%	37%

Total Number of Respondents: 44

Faculty: Instructional Technology

How often do you use the following technologies
or tools in the classroom?

(Q7) Tool or Technology	Always	Often	Sometimes	Rarely	Never	Rating
Wireless Internet	28%	22%	19%	4%	28%	3.2
Smart Boards (electronic white board)	49%	20%	4%	11%	16%	4.2
Classroom where each student has access to a computer	8%	17%	8%	15%	53%	2.1
Overhead projectors	35%	8%	12%	8%	38%	2.9
iPad/tablets with wireless connectivity	6%	0%	14%	10%	69%	1.6
Microphone or speakers	4%	8%	12%	14%	63%	1.8
Webcam or video camera	2%	0%	12%	16%	71%	1.5
Lecture recording technology	2%	2%	4%	10%	82%	1.3
Blue-ray/DVD player	9%	9%	30%	9%	42%	2.4
VHS player	0%	6%	24%	6%	64%	1.7
Power Point or other presentation software	43%	25%	5%	9%	18%	4.2
Traditional Whiteboard or Chalkboard	61%	14%	16%	2%	7%	4.2

Total Number of Respondents: 58

Faculty: Instructional Technologies

Please indicate which technologies you use in your courses:

Q6: Technology	Yes	Don't use, but interested	Don't use, not interested
eTextbooks	35%	33%	31%
Social Media	23%	27%	50%
response systems	17%	35%	48%
Screen or Lecture Capture	15%	43%	43%
ePortfolios	15%	25%	60%
Online assignment collection	38%	32%	30%

Total Number of Respondents: 58

Faculty: Use of Instructional Technology

Indicate whether you agree or disagree with the following statements:

(Q8) Response	Rating
I would like to increase the use of instructional technology tools in my courses.	4.1
Use of instructional technology in my discipline can increase student achievement.	4.2
I am uncomfortable using instructional technology in my courses.	2.3

*Mean rating scale:(1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly agree

Level of satisfaction with training availability for:

(Q9) Tool	Rating
Blackboard	3.2
Integrating technology into courses	2.9
Produce and deliver audio and video	2.6
File sharing for large files (video, audio, datasets, etc.)	2.4
Lecture capture technology	2.3

*Mean rating scale:(1) not satisfied, (2) somewhat satisfied, (3) neutral, (4) very satisfied, (5) highly satisfied

Level of satisfaction with ongoing support for:

(Q10) Response	Rating
Integrating technology into courses	2.8
Produce and deliver audio and video	2.5
File sharing for large files (video, audio, datasets, etc.)	2.3
Lecture capture technology	2.3

*Mean rating scale:(1) not satisfied, (2) somewhat satisfied, (3) neutral, (4) very satisfied, (5) highly satisfied

Total Number of Respondents: 58 per question

Faculty/Staff: IT Services Satisfaction

What is your level of satisfaction with the following IT services?

Q20 IT Services	Rating
Wireless access in public places on campus	3.0
Wireless access in classrooms	3.3
Computer provided for work	3.6
Printer provided for work	3.4
Data storage capacity	3.4
Respondents Number	158

*Mean rating scale:(1) not satisfied, (2) somewhat satisfied, (3) neutral, (4) very satisfied, (5) highly satisfied

Total Number of Respondents: 158

All: IT Security

What is your level of knowledge regarding the following campus IT security policies?

Q20/Q13	Faculty/ Staff	Students
Acceptable Use of Computer Resources	3.9	3.1
File Sharing and Copyright Infringement	3.8	2.9
Kingsborough IT Security Policies	3.8	2.8
Private Information Advisory	3.7	2.7
The City of New York Computer User Responsibilities	4.3	2.8
Respondents Number	158	213

*Mean rating scale:(1) not knowledgeable, (2) somewhat knowledgeable, (3) knowledgeable, (4) very knowledgeable, (5) highly knowledgeable

Total Number of Respondents: Faculty/Staff 158; Students:213

All: Help Desk Support

Have you accessed Help Desk support to solve a technical issue?

Q17/Q10	Yes	No
Faculty/Staff	96.4%	3.6%
Students	58.3%	41.7%

What is your level of satisfaction with IT Help Desk Support?

Q16/Q11	Faculty/Staff	Students
Staff availability (hours of operation)	3.9	3.6
Timeliness in response to your request for support	3.8	3.6
Ongoing communication when support requires more than one step	3.8	3.6
Timeliness in resolving issues	3.7	3.6
Overall Help Desk courtesy and professionalism	4.3	3.7
Respondents Number	159.0	124

*Mean rating scale:(1) not satisfied, (2) somewhat satisfied, (3) neutral, (4) very satisfied, (5) highly satisfied

Faculty and Staff Open Ended Comments

Students: Devices

Which devices do you bring to campus?

Total Number of Respondents: 266

Students: Communication
What is the best way to communicate with you?
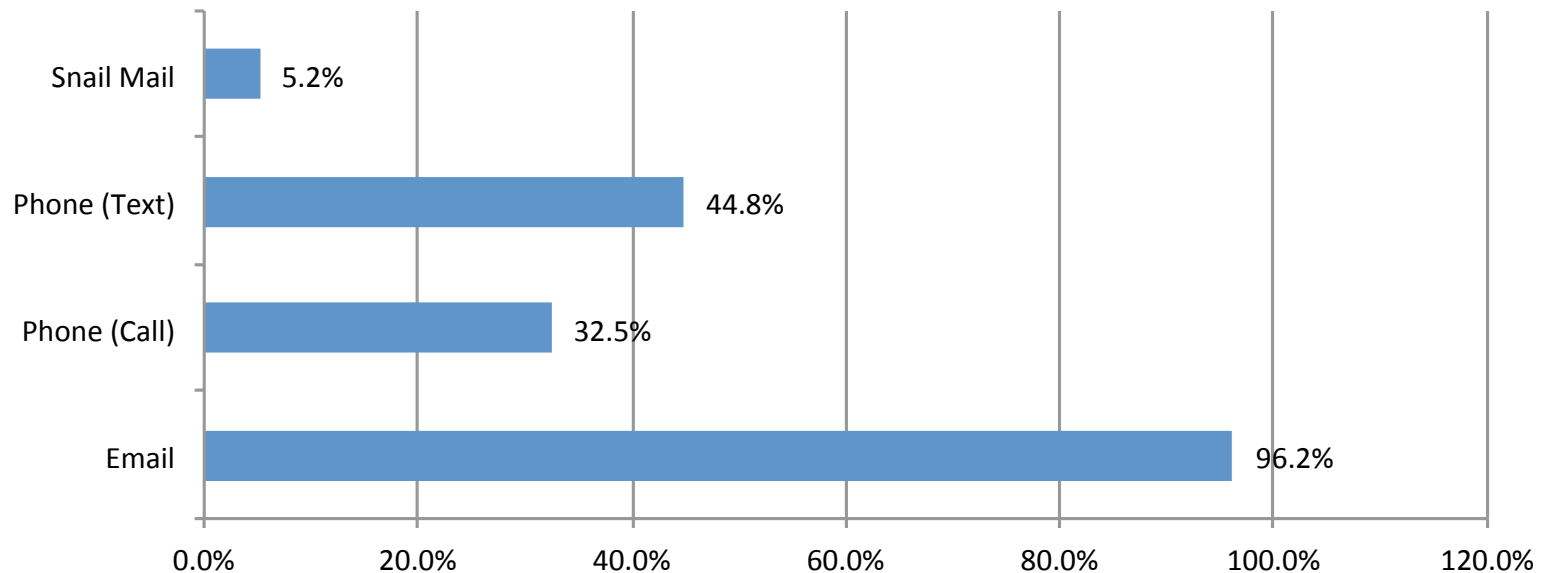
Total Number of Respondents: 213

Students: Support Services

Rate your level of satisfaction with these support services:

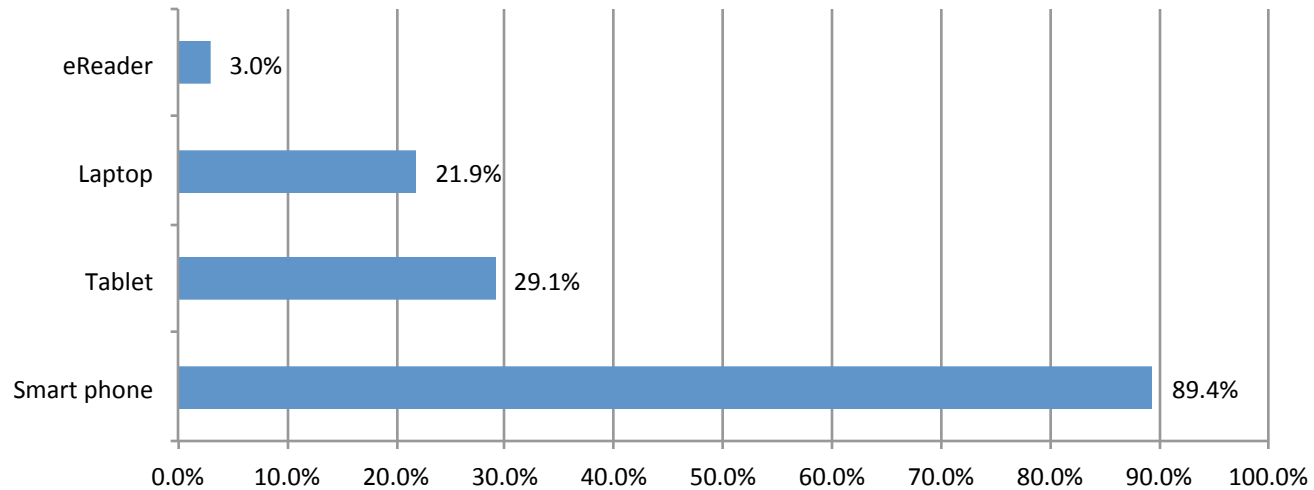| (Q4) Support Service Type	Rating
Assistance using Blackboard	3.5
Assistance using CUNYfirst financials	3.2
Assistance using CUNYfirst for registration	3.4
Availability of computers in the computer labs	3.3
Computer speed and reliability in computer labs	3
Software accessibility on computers in computer labs	3.3
Assistance in computer labs for general computer help	3.3
Study rooms or available spaces to work with others in virtual sessions (Skype, Blackboard Collaboration, etc.)	3.1
Availability of charging stations for devices (Smart Phones, Tablets, Laptops, etc.)	2.1

*Mean rating scale:(1) not satisfied, (2) somewhat satisfied, (3) neutral, (4) very satisfied, (5) highly satisfied

Total Number of Respondents: 226

Students: Blackboard

- 87% of respondents attend classes that use Blackboard.

Rate the usefulness of the following Blackboard tools in your learning experience:

(Q8) Blackboard Tool	Rating
Announcements	3.4
Assignment Tool	3.4
Blogs/Wikis	2.6
Access to course materials, course information	3.7
Discussion via group boards and email	2.8
File sharing	2.8
Audio/video/podcast access	2.8
Lecture capture	3.1
Communication with other students	2.8
Communication with professor	3.3

*Mean rating scale:(1) not useful, (2 somewhat useful, (3) useful, (4) very useful, (5) extremely useful

*N/A was an optional answer. N/A responses were not included in the rating calculation

Total Number of Respondents: 188

27

Students: Instructional Technology

What is your interest in taking a course in the following learning environments?

(Q6): Type of Course	Rating
Courses that are 100% online	2.2
Courses that are 75% online and 25% in person/instructor led	2.2
Courses that are 50% online and 50% in person/instructor led	2.3
Courses that are 25% online and 75% in person/instructor led	2.5
Course that are 100% Instructor led	3.9

*Mean rating scale:(1) not interested, (2) somewhat interested, (3) interested, (4) very interested, (5) highly interested

Total Number of Respondents: 226

Student Open-Ended Comments

STRATEGIC PLAN WORK SESSION

SESSION NOTES

Parking Lot
- Disaster recovery
- Business continuity
- Student success strategy comprehension

Expectation
Participant expectations for today's work session (ideas to be developed; issues to be discussed)
- Integration of technology in continuing education (cross-platform) credit/non-credit
- Expand infrastructure to benefit cont. education
- Student improvement in use of technology
- Awareness of services and support
- Improve technology services and support through
  - Communication improvement (timely, accurately)
  - Identify modes of communication that are most effective with each constituent group
- Transition away from manual processes
- Improve Staff IT skills
- Communication (instructional), student communication modes are improved
- Ideas for creating more clear college-wide identity, brand (currently ad hoc, not uniform)
- Address Instructional technology
  - Align instructional agenda/educational outcomes
  - Student services/classroom instruction
- Define strategies and processes to provide more accurate information
  - Website
  - Communication
  - External constituents ($ spend allocated)/ communicate, streamlined process
- Administratively, have staff think creatively about technology

Values
- Integrity
- Culture of excellence
- Equity (prevent digital divide)
- Accessibility
- Obligation to serve students
- Reliability
- Customer-centered

- Inclusive
- Ethical
- Supportive
- Innovative
- Adaptable
- Efficiencies
- Transparency

Opportunities- Current environment ideas

- Leverage vendors that provide technology (through a strategic partnership)
  - Public/private partnership
  - Become a pilot sire for technology
  - Become a case study (EX: Meru used as case study w/ 60% discount)
    - ⇨ Meru- vendor
- Disaster response/responsiveness
- (Strength) pre-emptive communication
  - Re: viruses, environment, etc.

Vision Group A

- Self service an important aspect of all technology implementation
- Reliable, easy to use
  - Level of support: 4,4
- Support both administration & student instruction
  - Level of support: 2,3,3
- Initiate feedback process for technology implementations
- Student learning/student success
  - Level of support: 3
- Raise awareness
- Level of support: 2,3,3,3, 2, 3

Vision Group B

- Provide technology to promote student success
  - Level of support: 3, 4
- Facilitate faculty productivity
  - Level of support: 2, 3
- Use of technology to better serve the needs of the community
  - Level of support: 3,3,4,2,2,1,2

Vision Group C

- Technology is central to student success through effective communication and the advancement of instruction. It must there fore be consistent and reliable, accessible to students, support faculty and advance instruction.
  - Level of Support: 3,3,4,4,4,4,3,3,3,4,4

Focused Goal Area Brainstorm

Brainstorm for identifying focused goal areas:
- Communication
- Training (IT services)
- Professional development for faculty and staff
- Innovation in research, classroom
- Self service (access)
  - Access
- Decision support (data- student, data, tools, data collection, B.I.)
- Student access- communication, campus resources
  - Developmental education, Hobson's (early warning)
- Infrastructure- bandwidth, Wi-Fi, storage
- Teaching & learning- class capture, instructional design
- Technology governance- feedback look, survey, planning & progress
- Student experiences

Selected Draft Goal Areas

1. Teaching & learning/ research
   a. Innovation
2. Technology planning/ governance
3. Infrastructure
4. Decision support
5. Training/professional development
6. Student success

Breakout Group Assignments

Group A: Goals 1,6 (TF, PC, MR, ET)
Group B: Goals 2,4 (DG, PP, JA)
Group C: Goals 5, 3 (AH, CB, RF)

EDUCAUSE Trends Exercise

Voting exercise

Question: What are the top 3 EDUCAUSE Trends that resonate with the campus?

Issue	Voting Results
1. Improve Student Outcomes	✓✓✓✓✓✓✓✓ (11)
2. IT Leadership & Institutional Leadership Partnership	
3. Assist Faculty with Instructional Integration of IT	✓ ✓ ✓ ✓ ✓ ✓ (7)
4. IT Staffing & Organizational Model	
5. Data Analytics	✓ ✓ ✓ ✓ (5)
6. IT Funding Model	✓ ✓ ✓ (4)
7. Wireless & Device & Access Demand	✓ ✓ ✓ (4)
8. Cloud & Other Sourcing Technologies & Services	
9. Online Learning Strategy Development	✓ (1)
10. Risk Management & Security	
11. IT Enterprise Architecture Development (transformation)	✓ (1)

Goal: Decision Support

Draft Goal Statement
To increase consistency, reliability, and timeliness of management information for decision support.

Goal Discussion Grid: Decision Support	
Achieve • Consistent, reliable, timely • Cross-platform integration • Formatting in a manner programs can use/apply • Use EM model to encourage info sharing	**Preserve** • Ability to function independently
Avoid • Band-Aid solutions • Sharing "invalidated" data	**Eliminate** • Inconstant, unreliable, late (aka-C.F.)

Initiatives Brainstorm
- Establish protocol to review and validate information provided by existing university mechanisms (By IT and IR)

Implementation Grid: Decision Support	
Quick Wins	**Stars**
• IR/IT coordinating team • Identify potential points of exposure	• Formulating strategies to address data inconsistencies
Building Blocks	**Back Burner**
• Existing CF data sources • Existing institutional reports	• Developing a consistent and reliable data repository

Goal: Technology Planning

Draft Goal Statement
- Create an effective campus-wife technology planning mechanism
- Level of Support: 4,4,4,3,4,3,3,4,3

Goal Discussion Grid: Technology Planning	
Achieve	**Preserve**
• Increased tech usage • Cross platform integration • Incorporating IT planning into front end of project(s) planning • Look at enrollment mgmt. as a best practice for influence into a large/campus-wide technology planning mechanism	• Correspondence between Tech Free Plan & S.P. • Strategic planning- coordinate input/influence from other decision-making groups into tech planning • At leadership (influencer involvement)
Avoid	**Eliminate**
• Over-dependence on "single-vendor"/single solutions • Goal: create an effective cam	• Uncoordinated "tech" diversity • Siloed technology solution selection w/o consideration of campus "ecosystem"

Initiatives Brainstorm
- Create a planning group consisting of representatives with decision-making authority from all relevant campus constituencies
- Promulgate a comprehensive I.T. plan that integrates the goals & objectives of these constituencies, including an implementation timetable and resource requirements.
- Benefits:

- Greater efficiencies
- Fewer redundancies
- Better alignment amongst plans
- Coordinated review of all possible technology initiatives under consideration

Implementation Grid: Technology Planning	
Quick Wins	**Stars**
• Identify members • Specify charge • Establish time table	• Create comprehensive plan on outgoing basis
Building Blocks	**Back Burner**
• Existing plans I.E. strategic, tech FE, Perkins proposal, faculty grab proposal, OCE, PMP, presidential/CUNY initiatives	

Goal: Student Success

Draft Goal Statement

- To create student success through technology, we will preserve student systems that are working well and explore and implement student support systems, which can be integrated into CUNY First. In addition, a priority will be to develop a website that is informative, accurate & reliable and clearly represents the college.
  - Level of Support: 3,3,3,3,3,4,4,4,3

Initiatives Brainstorm (Conduct a needs assessment)

- Identify systems that work well using existing reliable data
  - Benefits: e.g. Hobson's communicates with students knowing how many students read emails and took appropriate steps
- Identify new systems to integrate into current operations
  - Needs assessment by area
  - Identify and explore audible technology
  - Confer with business & IT to identify compatibility
- Benefits: enhance student services, work with greater number of students, get students to appropriate area quicker

Goal Discussion Grid: Student Success	
Achieve • Monitor job placement; 4 year college placement • Explore & implement student support system that can be integrated w/ CUNY First- sign-up for clubs, advisement, early alert • Website that is informative, accurate & reliable	**Keep** • Existing support systems e.g. Titanium/Career Board • Use of Hobson as communication tool for retention & recruitment
Avoid • Systems that provide students w/ inaccurate/false information	**Eliminate** • The shutdown of registration & advisement systems during crucial times

AN IMPLEMENTATION GRID WAS NOT DEVELOPED FOR THE STUDENT SUCCESS
GOAL. CONDUCT A NEEDS ASSESSMENT IS THE ONLY INITIATIVE FOR THIS GOAL
(HAS MANY PARTS)

Goal: Teaching & Learning / Research Innovation

Draft Goal Statement
- To improve teaching through technology by preserving SMART classrooms and growing mobile support for instruction.
- To more effectively monitor outcomes by adopting systems to track non-credit developmental interventions, allowing faculty to influence the adoption & acquisition of tech & putting quality control protocols into effect for classroom tech.
  - Level of Support: 3,3,3,3,3,3,4,2,2

Goal Discussion Grid: Teaching & Learning/Research Innovation

Achieve	Preserve
• Online system for learning outcomes • Document, store (online) developmental outcomes outside the classroom • Faculty influence on adoption/acquisition of research & instructional technology • Quality control for classroom technology • Mobile support for instruction	• SMART classrooms
Avoid	**Eliminate**
• Equipment that slows instruction	• Technology that does not work in classroom

Initiatives Brainstorm
- Implement quality control protocol
    – Regular surveys to faculty about technology
    – Form advisory committee to test solutions & make recommendations for instructional & research technology
- Non-course transcript- develop an application to developmental interventions, education outside the system
- Benefits: tracks usage of college resources, allows for analytics, allows college to find best practices

Goal Implementation Grid: Teaching & Learning/Research Innovation

Quick Wins	Stars
• Build a survey of student, tech, and faculty deficiencies	• Form advisory committee to report on tech issues (feedback testing committee) • Develop tracking software
Building Blocks	**Back Burner**
• Identify initiatives & offices w/ developmental initiatives • Identify resources that exist for developmental non-classroom support	

Goal: Professional Development & IT Skills Training

Draft Goal Statement
- To identify & provide professional development & training that is suitable to the needs to faculty & staff (role based)
- Create a system using SharePoint to develop on-boarding system which will also provide staff & faculty orientation- The system will include a survey or skill system component to evaluate the skill level which will be defined by hiring department and HR. The same system can be used with some modification for existing staff.
  - Benefit: Increased productivity, develop a curriculum for training.

Goal Discussion Grid: Professional Development & Training	
Achieve	**Keep**
• On-boarding process • Assess skill level/assign training • Develop list of types of training required • Identify IT skills required for a specific job function	• Provide access to training • KCTL, KCCAT
Avoid	**Eliminate**
• Scheduled training/ delaying training	• Giving access to systems w/o training

Goal Implementation Grid: Professional Development & Training	
Quick Wins	**Stars**
• IT Orientation • Develop a curriculum for training	• Cross departmental collaboration to create the delivery system for professional development & training
Building Blocks	**Back Burner**
• Skills assessment • Onboarding	

Goal: Infrastructure

Draft Goal Statement
- To acquire infrastructure that is scalable, adaptable, reliable, accessible, cost effective, secure & user friendly.
  - Level of Support: 3,3,3,4,4,4,4,4,4,4,4,3

Goal Discussion Grid: Infrastructure

Achieve	Preserve
• Scalable- can expand when needed, adaptable, reliable, accessible, cost effective • Security • User friendly • Business continuity • Disaster recovery	• Follow proper procurement guidelines • Self service • Ability to data rate (priority to instructional applications) • Physical security • Networking
Avoid	**Eliminate (or change)**
• Non-mainstreamed solutions • Lack of planning • Insecurity	• Unsupported equipment & software • Obsolete software

Initiatives Brainstorm
- Wi-Fi: Make Wi-Fi accessible using registration of devices for term of password
- Implement service level agreements for technology services in configuration with a menu of services.
- Business continuity for infrastructure-related ITS services
- Disaster recovery for infrastructure-related ITS services
  - Benefits: increased customer satisfaction

Goal Implementation Grid Discussion: Infrastructure

Quick Wins	Stars
• Wi-Fi accessibility using equipment registration process, eliminating content needed to authenticate • Upgrading Wi-Fi onboarding system • Create menu of services offered by ITS with specific timelines	
Building Blocks	**Back Burner**
• Business continuity for infrastructure	• Disaster recovery

IT RESEARCH BRIEF

The objective of this research brief is to provide context for how technology trends in higher education will inform the path forward for Kingsborough Community College to successfully achieving the strategic priorities set forth in campus planning efforts. The data in this research brief is an aggregate overview of best in class research and will serve to simulate conversation and ideas for the technology planning initiative.

THE HIGHER EDUCATION IT MARKET CLOCK

IT trends in higher education illustrate the importance of technology in developing efficiencies and driving innovation in teaching, learning and operations. Gartner's 2013 IT Market Clock (see below) provides vital data to instigate campus wide discussions for short and long-term investments in how business is performed.

HPC = high-performance computing
IAM = identity and access management
LMS = learning management system
OSS = open-source software SIS = student information system

Technology solutions in the advantage quadrant are in emerging status and have relatively low demand and competition because it's likely a new entrant to the market. The Choice quadrant represents solutions that have high demand with a many supplier options so procurement costs begin to decrease. The Cost quadrant represents commoditization at its highest level that translates to solutions that are beginning to mature with many investment options. The Replacement quadrant illustrates solutions at their most mature. As the technology reach "end of life" utility and new technologies emerge, procurement & support costs increase because older technology is more challenging to support. Other technology initiatives either underway or are currently being planned for are lecture capture and retrieval and alumni development.

A more simplified overview of the asset classes illustrated in the Market Clock is formatted in the tables below and includes Gartner's recommendation for action.

Market Clock Recommendation, Part 1

Item	Focus	Next	Recommendation
SIS (cloud)	Advantage	Choice in 2 to 5 years	Very interesting for early adopters and institutions with mature sourcing strategies.
BPO	Advantage	Choice in 2 to 5 years	Can pick up pace. Very interesting for early adopters and institutions with mature sourcing strategies.
SIS (OSS)	Advantage	Choice in 5 to 10 years	Slow-moving asset class that is suitable only for institutions with well-developed OSS sourcing strategies.
CRM (retention)	Advantage	Choice in 0 to 2 years	Emerging asset class, but with high pace to next phase. Monitor closely, or even invest soon, if retention is a problem.
Adaptive Learning	Advantage	Choice in 2 to 5 years	Emerging asset class, but with high potential benefit. Monitor closely and start pilots as soon as possible, or even invest soon if retention is a problem.
HR (cloud)	Advantage	Choice in 2 to 5 years	Can pick up pace. Very interesting for early adopters and institutions with mature sourcing strategies.
LMS (cloud)	Advantage	Choice in 2 to 5 years	Steadily maturing asset class. Institutions with an intention of adopting a cloud sourcing strategy should monitor carefully.
Office Suites (cloud)	Advantage	Choice in 2 to 5 years	Emerging turbulence around this asset class. Institutions should monitor total cost of ownership and interoperability as cloud services mature.
Financial (OSS)	Advantage	Choice in 2 to 5 years	Slow-moving asset class that is suitable only for institutions with well-developed OSS sourcing strategies.
HPC (cloud)	Advantage	Choice in 0 to 2 years	Quickly maturing. Cloud HPC should be considered for pilot projects in order to build experience.
Office Suites (OSS)	Choice	End of life	Institutions with heavy reliance on OSS office suites should consider moving to cloud alternatives.
Lecture Capture and Retrieval	Choice	Cost in 2 to 5 years	High-value asset class that should have an established implementation plan already.
e-portfolio	Choice	Cost in 2 to 5 years	Slowly maturing asset class with good value if integrated into the education mission.
IAM (organization-centric)	Choice	Cost in 0 to 2 years	A key infrastructure asset. This should already be a part of the institution service catalog.

Key:
- Recommendation should be acted on in 12 months
- Recommendation should be acted on in 24 months
- Recommendation is less urgent

Source: Gartner, 2013

Market Clock Recommendation, Part 2

Item	Focus	Next	Recommendation
CRM (enrollment)	Choice	Cost in 0 to 2 years	An asset on trajectory to be a baseline service for most institutions. Consider investing if competition for students is high.
IAM (federated)	Cost	Replacement in more than 10 years	A key infrastructure asset. This should already be a part of the institution service catalog.
Mail (cloud)	Cost	Replacement in more than 10 years	An obvious alternative sourcing model for an asset class that adds few differentiation possibilities.
LMS (OSS)	Cost	Replacement in 2 to 5 years	A mature asset that should be on any LMS shortlist.
SIS (classic)	Cost	Replacement in more than 10 years	A key educational back-office asset. Slow-moving market. No need to actively monitor unless current SIS is severely underperforming.
LMS (classic)	Cost	Replacement in 2 to 5 years	A key educational back-office asset. A relatively fast-moving market. Need to actively monitor the market for new delivery options and possible change in paradigm to a learning stack model.
Academic ERP Suites	Cost	Replacement in more than 10 years	A key educational back-office asset. Slow-moving market. No need to actively monitor unless current ERP is severely underperforming.
Financials (classic)	Cost	Replacement in 5 to 10 years	A key educational back-office asset. Slow-moving market. No need to actively monitor unless current financials application is severely underperforming.
Office Suites (classic)	Cost	Replacement in 2 to 5 years	A critical asset, but not strategic. Consider moving to the cloud for students when current investments have depreciated and resources can be put to good alternative uses. For faculty, proceed with more caution due to many dependencies in international collaboration, publishing and grant application processes.
Mail (classic)	Cost	Replacement in 2 to 5 years	A critical asset, but not strategic. Consider moving to the cloud when current investments have depreciated, and resources can be put to good alternative use.

Key:
- Recommendation should be acted on in 12 months
- Recommendation should be acted on in 24 months
- Recommendation is less urgent

Source: Gartner, September 2013

Market Clock Recommendation, Part 3

Item	Focus	Next	Recommendation
Alumni Development (classic)	Cost	Replacement in 0 to 2 years	Currently a key fundraising asset, but soon to be overtaken by more-comprehensive alumni management assets. Watch new players providing new functionality, and consider replacing.
Grid Computing	Cost	Replacement in 0 to 2 years	A key research asset. Slow-moving market, but considerable opportunity in moving to the cloud.
HR (classic)	Cost	Replacement in 0 to 2 years	A key educational back-office asset. Slow-moving market. No need to actively monitor unless current HR application is severely underperforming.
HPC (classic)	Replacement	End of life in more than 10 years	A key research asset. Slow-moving market, but considerable opportunity in moving to the cloud.
LMS (legacy)	Replacement	End of life	If you have this asset, make plans to move to an alternative within 24 months.
Mail (OSS)	Replacement	End of life	If you have this asset, make plans to move to an alternative within 12 months.

Key:
- Recommendation should be acted on in 12 months
- Recommendation should be acted on in 24 months
- Recommendation is less urgent

Source: Gartner, 2013

WHAT'S ON THE HORIZON?

Gartner's annual research on the education ecosystem illustrates the digitalization trend that is infiltrating learning technologies and creating new business models. The business models are disruptive in that campus leadership must identify how to invest their shrinking budgets in the vast array of technologies that impact all aspects of the campus infrastructure including IT services and support. The chart below demonstrates the entry point for innovative technologies through the "plateau of productivity. "
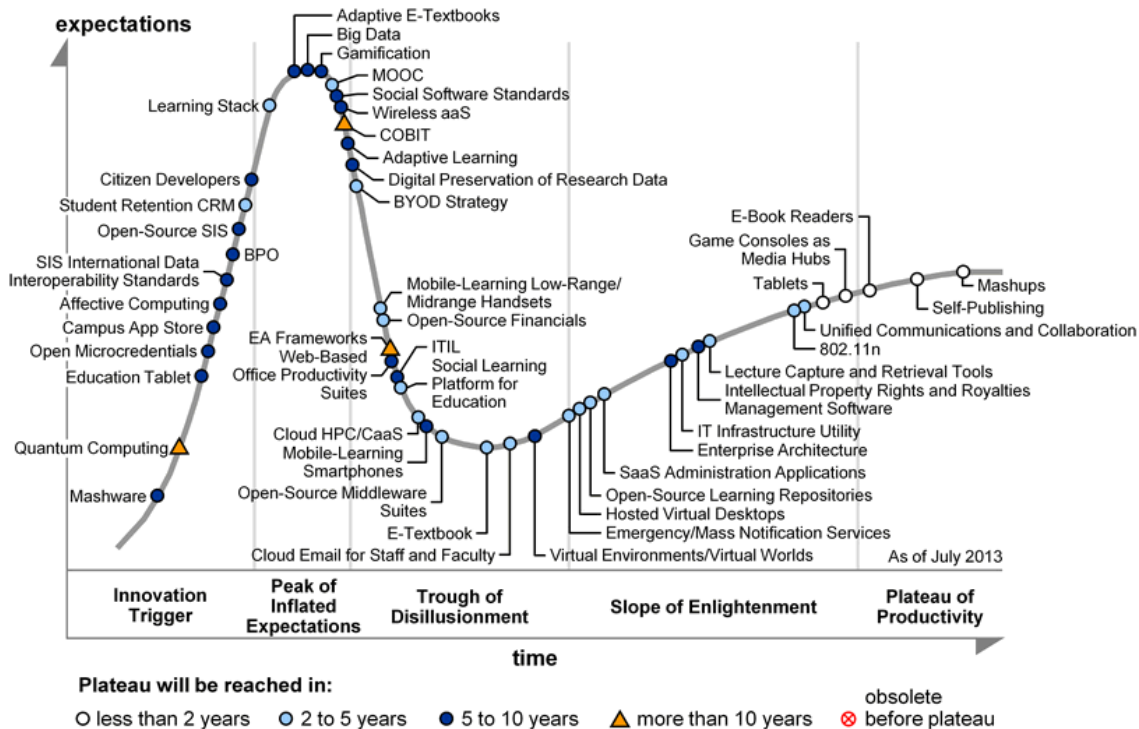
Source: Gartner, July 2013

NMC HORIZON REPORT 2014

New Media Consortium and the EDUCAUSE Learning Initiative (an EDUCAUSE Program), collaborate annually to identify emerging technologies that will impact education in the coming five years. This report examines emerging technologies and their effect and use in teaching, learning, and creative inquiry within the environment of higher education. Illustration 1 is a framework used to provide context for policy, leadership and practice discussions related to the six trends and challenges highlighted below. For a more detailed overview of this framework, and a discussion of the trends, challenges and important developments in educational technology, see the NMC article included in this packet of information.

Elements of the Creative Classroom Research Model
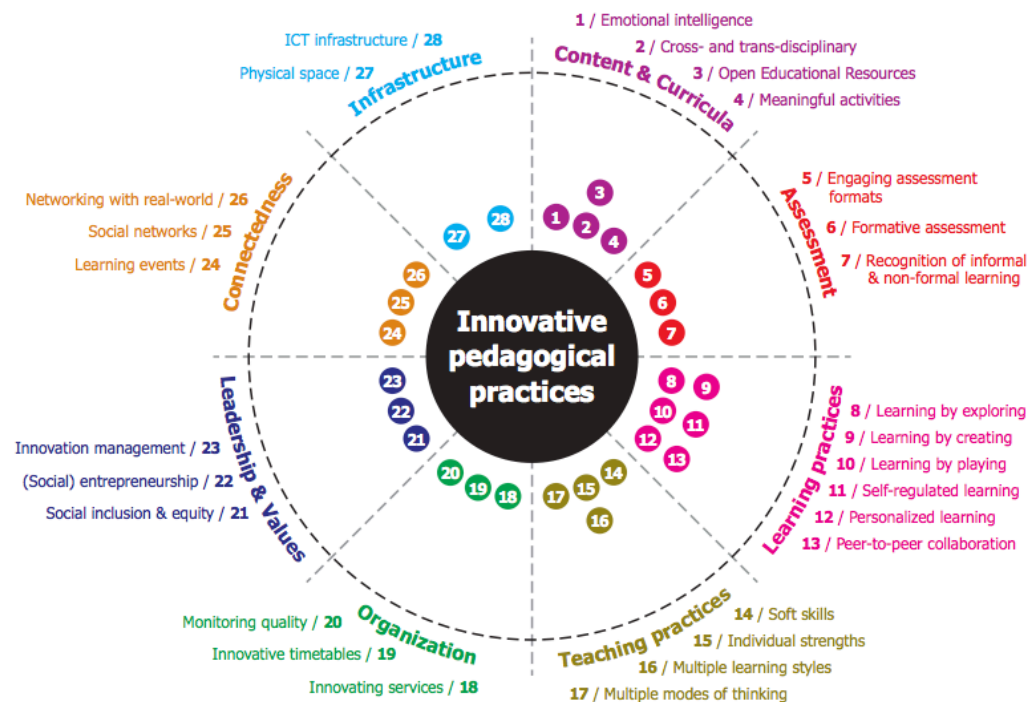
Illustration 1: Elements of the Creative Classroom Research Model

KEY TRENDS ACCELERATING HIGHER EDUCATION TECHNOLOGY ADOPTION

Trend	Fast Impact- 1 year	Mid-Range Impact 3 – 5 years	Long-Range Impact 5 more years
1. Growing Ubiquity of Social Media	✓		
2. Integration of Online, Hybrid, Collaborative Learning	✓		
3. Rise of Data Driven Learning Assessment		✓	
4. Shift from Student as Consumers to Students as Creators		✓	
5. Agile Approaches to Change			✓
6. Evolution of Online Learning			✓

SIGNIFICANT CHALLENGES IMPEDING HIGHER EDUCATION TECHNOLOGY ADOPTION

Challenge	Solvable Challenge[1]	Difficult Challenge[2]	Complex Challenge[3]
1. Low Digital Fluency of Faculty	✓		
2. Relative Lack of Rewards for Teaching	✓		
3. Competition from New Models of Education		✓	
4. Scaling Teaching Innovations		✓	
5. Expanding Access			✓
6. Keeping Education Relevant			✓

[1]Solvable: Solutions understood
[2]Difficult: Understand solutions, but still elusive
[3]Complex: Challenge is undefined thus a solution is undecipherable

IMPORTANT DEVELOPMENTS IN EDUCATIONAL TECHNOLOGY IN HIGHER EDUCATION

Education Technology Developments	Time to Adoption 1 Year or Less	Time to Adoption 2 – 3 Years	Time to Adoption: 4 – 5 Years
1. Flipped Classroom	✓		
2. Learning Analytics	✓		
3. 3D Printing		✓	
4. Games and Gamification		✓	
5. Quantified Self			✓
6. Virtual Assistants			✓

TOP IT ISSUES, 2014

Each year, EDUCAUSE, premier professional association for IT leaders and professionals identifies the top IT issues that impact higher education A panel of IT professionals reflects on teaching, learning and operational challenges and how technology can enable and transform the path forward. Here are the 2014 top issues:

1. Improve student outcomes through an approach that leverages technology
2. Establish a partnership between IT leadership and institutional leadership to develop a collective understanding of what information technology can deliver
3. Assist faculty with instructional integration of technology
4. Develop an IT staffing and organizational model to accommodate the changing IT environment and facilitate openness and agility
5. Use analytics to help drive critical institutional outcomes
6. Change IT funding models to sustain core service, support innovation, and facilitate growth
7. Address access demand and the wireless and devise explosion
8. Source technologies and services at scale to reduce costs (via cloud, greater centralization of institutional IT services and systems, cross-institutional collaborations and so forth)
9. Determine the role of online learning and develop a strategy for that role
10. Implement risk management and information security practices to protect institutional IT resources/data and respond to regulatory compliance mandates (tie)
10. Develop an enterprise IT architecture that can respond to changing conditions and new opportunities (tie)

STRATEGIC PLANNING TOOLS TO CONSIDER

The strategic technology planning approach to consider focuses on three inputs, demand, control and supply. Below is a framework with questions for Hostos Community College to consider to integrate technology planning into the annual campus strategic planning process.

Executive Summary		
Demand	**Control**	**Supply**
• Business Context	• IT Principles	• IT Services
• Business Success	• IT Governance	• Enterprise Architecture
• Business Capabilities	• IT Financial Management	• People
• IT Contribution	• Metrics	• Sourcing
Risks and Issues		

Source: Gartner, November 2012

Questions to consider for Demand:
- What are campus strategic plan goals?
- What initiatives have been targeted as a priority?
- How can technology enable success?

Questions to consider for Control:
- What are the guiding principles for IT investment decisions?
- How does IT organize across campus to align and target successful business outcomes?

- How will success be measured?

Questions to consider for Supply:
- How will the technology initiatives get done?
- What needs to happen to ensure transparency and benefits realization for technology enablement across campus?
- How are the technology initiatives resourced and managed?

FINAL THOUGHTS

The IT Market Clock and the other forward thinking trends represented in this overview are meant to incite "out of the box" thinking as we prepare to engage in the KCC Technology Strategic Planning Work Session on Friday, May 16, 2014. As an individual campus that is part of the CUNY systems, there are limitations for KCC to invest in some of these forward thinking trends. As a system, CUNY has made significant investment in acquiring enterprise solutions such as the learning management system, human resources system, and IAM (Identity Assets Management). The investment in high performance computing at the College of Staten Island is also a system wide investment. CUNY gains economies of scale in these investments through central management and phased deployment to individual campuses. In the long-term campuses have access to best practice solutions that they cannot fund on an individual basis. In the short-term, there may be disruption as each campus takes on the task to evaluate and consider the impact new systems have on how work gets done locally. In general, this evaluation includes addressing current business processes, skills needed to work with new systems, and consideration for how best to structure organizations to take advantage of the cutting edge functionality.

During the Technology Strategic Planning Work Session this Friday, we will use the ideas from this research brief to provide broader context for how we consider how technology can support KCC to achieve campus goals and initiatives.

APPENDIX SECTION 7
RAW SURVEY DATA

APPENDIX SECTION 7.1
RAW SURVEY DATA: STUDENTS

Q1 I have attended Kingsborough Community College for:

Answered: 272   Skipped: 0

Answer Choices	Responses	
1 Term	**21.69%**	59
2 Terms (1 year)	**23.90%**	65
3 Terms	**14.34%**	39
4 Terms (2 years)	**27.57%**	75
5 Terms	**9.93%**	27
Non-degree/continuing ed/non-matriculating	**2.57%**	7
Total		**272**

Q1 I have attended Kingsborough Community College for:

Q2 What is your age?

Answered: 272   Skipped: 0

Answer Choices	Responses	
18 - 24 years old	**62.50%**	170
25 - 29 years old	**12.50%**	34
30 - 39 years old	**12.50%**	34
40+ years old	**12.50%**	34
Total		**272**

Q3 Which devices do you bring to campus?

Answered: 272   Skipped: 0

Answer Choices	Responses	
Smart phone	**88.97%**	242
Tablet	**28.31%**	77
Laptop	**22.43%**	61
eReader	**2.94%**	8
Total Respondents: 272		

Q4 Rate your level of satisfaction with these support services:

Answered: 230   Skipped: 42

	Highly Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	Total
Assistance using Blackboard	**23.68%** 54	**23.68%** 54	**39.47%** 90	**10.09%** 23	**3.07%** 7	228
Assistance using CUNYfirst for registration	**22.52%** 50	**20.27%** 45	**35.59%** 79	**14.86%** 33	**6.76%** 15	222
Availability of computers in the computer labs	**21.97%** 49	**21.52%** 48	**31.39%** 70	**15.25%** 34	**9.87%** 22	223
Availability of charging stations for devices (Smart Phones, Tablets, Laptops, etc.)	**20.80%** 47	**21.24%** 48	**23.45%** 53	**19.03%** 43	**15.49%** 35	226
Software accessibility on computers in computer labs	**19.82%** 45	**22.03%** 50	**38.33%** 87	**13.22%** 30	**6.61%** 15	227
Assistance in computer labs for general computer help	**19.82%** 45	**18.50%** 42	**40.53%** 92	**15.42%** 35	**5.73%** 13	227
Assistance using CUNYfirst financials	**18.30%** 41	**18.30%** 41	**38.39%** 86	**14.73%** 33	**10.27%** 23	224
Computer speed and reliability in computer labs	**17.26%** 39	**17.70%** 40	**32.74%** 74	**19.91%** 45	**12.39%** 28	226
Study rooms or available spaces to work with others in virtual sessions (Skype, Blackboard Collaboration, etc.)	**17.89%** 39	**16.51%** 36	**39.45%** 86	**16.06%** 35	**10.09%** 22	218

Q5 What are the top 3 ways in which we can improve our support service offerings?

Answered: 97   Skipped: 175

#	Responses	Date
1	I have never had any problems	5/14/2014 4:14 PM
2	make login easier, it's not the CIA, just cuny	5/13/2014 1:37 PM
3	we need more study space, usually the libray is full	5/13/2014 7:42 AM
4	KBCC server issues for MAC Blackboard issues for MAC iAll IT issues for MAC	5/12/2014 6:43 PM
5	There should be a Lab Assistant on hand available in the computer lab.	5/12/2014 10:20 AM
6	Have more time during to get to class after one of our classes are over. Better wifi for phones.	5/12/2014 8:45 AM
7	1.More people 2.More experience 3. Younger	5/12/2014 8:40 AM
8	Tutoring Help Customer service	5/11/2014 10:31 AM
9	1) More outlet stations in social areas 2) more computers in the lab 3) bookstore coupons 4) bridge to temporary buildings	5/11/2014 1:57 AM
10	I am very satisfied with Kingsborough service support system	5/10/2014 7:19 PM
11	None fine as is	5/10/2014 8:04 AM
12	By minimizing the loud speaking at the library especially on the 2nd floor. Having more eight or seven thirty morning classes.	5/10/2014 7:46 AM
13	Stop Using CUNYfirst Repair/install more charging stations Stop Using CUNYfirst	5/10/2014 6:32 AM
14	Charging stations in a more convenient areas	5/9/2014 9:04 AM
15	- more charging spaces - seamless wifi (not having to login after moving from building to building) - outlets in the library study cubicles	5/9/2014 6:59 AM
16	provide more outlets with usb ports	5/8/2014 7:26 PM
17	many computers are way too slow especially in computer labs that are designated for classes. some web sites are banned even though we use them for school work, sometimes in presentations for a class or so. Blackboard forums and the way threads are created is not encouraging students to engage in discussions. finally, the IT phone support is so ridiculous when it comes to their operation hours, students wont need a phone call for help when they are in school, but your technicians should accept calls after 5 o'clock.	5/8/2014 7:03 PM
18	put more outlets around the campus. so i can charge my phone, tablet and my laptop so i have it for my classes	5/8/2014 6:33 PM
19	1. Communication between offices. The Summer prior to when I started, I had to visit this school at least 15 times, and each time I was told something different to bring or where I stood, or what classes to take, not acceptable. 2. I have not had any other issues except communication. Most offices use the same system, why is it so difficult to make sure each office is aware of any updates. 3. Computer stations in the library or non-computer stations in the library and the labs in V building need to be monitored, most students go there to hang out and get on facebook, for those who have to get projects done it is very distracting.	5/8/2014 9:45 AM
20	1. Please, hire professionals, not students. 2. Check content. Very often I needed computer less than 5 min for printing any paper before class, to log on computer lab taking really long time. And on the third floor, all the time there are stupid students who is wasting time in facebook, or watching movies or anime, or just playing online games! Maybe, you can collaborate with security and ask them to check sometimes how students use computers. 3. Wireless sometimes is loading a little slow, but its fine, not even a problem,	5/8/2014 12:22 AM

21	there is no outlets to charge computer or phone.	5/7/2014 7:51 PM
22	I dont know	5/7/2014 7:32 PM
23	1 - Better Wi-Fi connection. Ability to remember a user so that login can be shorter on time. 2 - More computers in the library resulting in less of a wait time for students. 3 - More helpers so that interruptions in any task or endeavor is minimized	5/7/2014 4:46 PM
24	I don't know.	5/7/2014 3:49 PM
25	FASTER INTERNET CONNECTION LESS COMPLICATED SIGN IN BETTER LAYOUTS	5/7/2014 1:25 PM
26	1. Get Professionals who will assist students who are computer challenged/inexperienced---in my experience here I feel frustrated when I raise my hand for help in the computer lab and all the floaters are doing is talking to their buddies---they do not even see me! 2. They come over and do the task themselves instead of demonstrating or showing a student what he/she should do; so a professional may do a better job. 3. Form a elective class to teach students the various Microsoft programs and keyboarding---a student body that knows this "stuff" is a more efficient student body---one properly prepared to meet the demands of the workforce.	5/7/2014 1:05 PM
27	More assistant in computer labs, for general help. Not all computer have the same software apps. More study rooms and available space to work with others.	5/7/2014 12:02 PM
28	there are times where i can not log in to cunyfirst portal. this happens very often.	5/7/2014 11:48 AM
29	make wifi without entering our username and pasword. free internet for all devices. make internet speed fast.	5/7/2014 10:48 AM
30	I never see anyone willing to help in the library computer section, and when they are there, they are no help. Actually making it know that these services are available would be great as well as not many people are aware. Being knowledgeable and polite (not what I have experienced at all).	5/7/2014 10:16 AM
31	none the school wouldnt care or could anyway	5/7/2014 9:44 AM
32	I have no complaints so far.	5/7/2014 7:20 AM
33	The student service for the internet connection logs you out quickly if you don't use for a little bit, it logs out too fast, and you have to log back in. 2)	5/7/2014 6:54 AM
34	Extend the time limit on the computers.	5/7/2014 4:53 AM
35	Your IT department offers no support whatsoever, except rudimentary instructions on website for android devices to access webmail. Laughable especially because when I went to the IT desk, bunch of slackers posing as experts took a look at my phone and said," we know how to do it on the iPhone". Jokers!	5/6/2014 10:19 PM
36	Wifi is very slow sometimes	5/6/2014 8:50 PM
37	I think the service offered are pretty good. the problem i see is that not everyone know about it. If you can have some form of strategy to engage students about finding out about all the wonderful opportunity the school has to offer.	5/6/2014 7:33 PM
38	Better high speed internet Better communication skills from assistant in support offices	5/6/2014 5:37 PM
39	internet service, library and help desk	5/6/2014 5:23 PM
40	Never thought about it.	5/6/2014 5:13 PM
41	more computers more charging stations better people to help	5/6/2014 4:42 PM
42	No way. It cant get better.	5/6/2014 4:04 PM
43	Use google chrome so we can use google drive have flash player installed install the programming applications like jgrasp and dev in M155	5/6/2014 3:34 PM
44	1. Better internet services 2. Faster online services	5/6/2014 3:21 PM
45	More classes, because part time students can only go to school for a few hours a day because of work, and need flexibility when choosing classes and be able to graduate faster. For example, if there is only 1 c++ class at 4:00pm, then students who need to be at work cannot take the class this semester, but they may have been able to take the class if there were another c++ class at 12pm. That is the only complaint i have, but in general, kbcc is a good college.	5/6/2014 1:55 PM

46	there are some labs that on have all the sofwares, in my case I needed Model 3d at library lab, but those computers dont have this software. All labs might have all softwares	5/6/2014 1:45 PM
47	Better Wi-fi connection	5/6/2014 1:40 PM
48	Instant messaging and remote support	5/6/2014 11:56 AM
49	Wifi is slow	5/6/2014 11:42 AM
50	everything is fine	5/6/2014 11:23 AM
51	you could have more workshops on how to use the finacial tab on cunyfirst to understand it better. you could enhance the speed of the internet for the computers. lastly, you could install more updated browser on the computers and install microsoft words on the computers on the second floor of the library.	5/6/2014 11:02 AM
52	Improve the connection, make resources more mobile friendly, get notifications from classes.	5/6/2014 10:48 AM
53	better wi-fi! quiet computer work stations Mac machines!	5/6/2014 10:42 AM
54	1. Faster Wi-Fi service 2. New printers in the library would be great.	5/6/2014 10:37 AM
55	Improve wifi, internet speeds, and purchase new computers	5/6/2014 10:28 AM
56	Computer assistance in computer help	5/6/2014 10:19 AM
57	Faster, more stable connections.	5/6/2014 10:00 AM
58	If you could have the students staffing the computer lab be more accessible. In addition, if staff would react when there are long lines of people waiting to access a computer. Oftentimes computers are shut down because of students that don't log off.If staff could be galvanized to address the situation.It has been my experience that these shut down computers are out of circulation.Again, this could be remedied by an alert and proactive staff. .	5/5/2014 6:12 PM
59	none	5/5/2014 5:32 PM
60	Make your website more user friendly.	5/5/2014 2:45 PM
61	Make it accessible everywhere on the campus. Make it recognize the devices, therefore we don't have to log in all the time.	5/4/2014 4:31 PM
62	There needs to be more study rooms and spaces to work	5/4/2014 3:23 PM
63	Better internet service more charging outlets more available computers	5/3/2014 3:27 PM
64	1. speed in computers in the computer lab. 2. employees in the computers lab seems to get annoyed whenever they're call repeatedly for assistance. Not friendly at all	5/3/2014 11:05 AM
65	Put more PC. Library and other places are too noisy.	5/3/2014 8:22 AM
66	Get a stronger wifi connection it never works	5/2/2014 11:01 PM
67	N/A	5/2/2014 9:57 PM
68	Improve interesting about cuny Education Knowledge	5/2/2014 8:45 PM
69	more charging stations ways to use software on our own computers faster wifi	5/2/2014 7:20 PM
70	More workshops available for brand new students. You can improve our App. More options can be added. Like access to blackboard and cunyfirst even our email address. More interactions between the staff and students.	5/2/2014 7:12 PM
71	more charging stations better Wifi service	5/2/2014 7:03 PM
72	the fast way that servic people	5/2/2014 6:54 PM
73	nothing	5/2/2014 5:15 PM
74	Faster turnover time from powering up of PC and more computers, lines and wait time is too long.	5/2/2014 1:07 PM
75	1. The WiFi range is not so good, and is slow. (Improve it please). 2. more computer labs. 3. Keep doing what you do best ;)	5/2/2014 11:47 AM
76	Not sure	5/2/2014 10:32 AM
77	Wifi all over campus!	5/2/2014 10:22 AM

78	1. Expand the computers lab. 2. Include a computer lab with only Mac computers 3. Allot longer times for students using the computers and provide express computers to lesser wait time for computers.	5/1/2014 9:50 AM
79	Yes thank you	5/1/2014 8:36 AM
80	Have a Color Printer Have Apple Computers Have Better Seats	5/1/2014 6:50 AM
81	Do whatever you want.	5/1/2014 6:40 AM
82	Your service is good	4/30/2014 9:05 PM
83	add more charging stations in library.	4/30/2014 6:09 PM
84	better wifi service dont have to put in wifi code every time you enter building	4/30/2014 4:33 PM
85	have more places to recharge your phone have all of KCC computer stuff under one website no more dead zones in the college	4/30/2014 4:08 PM
86	smart phone outlets mapped	4/30/2014 3:34 PM
87	Get better WIFI and have more charging/ study stations	4/30/2014 3:29 PM
88	Have accessible software in computer in lab computer room for people with disability be in more computer. Should be more charge outlets to charge laptop or cell phones.	4/30/2014 3:16 PM
89	For example workshop about using CunyFirst was at the end of Spring term, when it would be a lot more helpful at the beginning, not when semester is over and you've looked everything up by yourself.	4/30/2014 2:41 PM
90	More charging stations available to people	4/30/2014 2:05 PM
91	1 Faster internet speed. 2 Faster internet speed. 3 Cheaper printing.	4/30/2014 12:21 PM
92	Making the wifi connection better and letting all students access it mine keeps saying its expired.	4/30/2014 12:19 PM
93	CUNYfirst's interface is completely un-user friendly, so I would address that. Also, better wifi access. I can barely get a signal while I am on campus. Finally, greater access to charging stations, such as throughout the cafeteria.	4/30/2014 11:32 AM
94	New computer and less heat in lab 1 floor and place of ventilation	4/30/2014 8:54 AM
95	More charging stations and wifi	4/30/2014 8:47 AM
96	Sometimes in the T buildings I have trouble accessing the web and sometimes when I do get through , it's a little slow. That's an observation more than a complaint though.	4/30/2014 8:40 AM
97	eliminate the redundancy of typing the WiFi password over and over	4/30/2014 8:11 AM

Q6 What is your interest in taking a course in the following learning environments?

Answered: 230   Skipped: 42

	Highly Interested	Very Interested	Interested	Somewhat Interested	Not Interested	Total
Course that are 100% Instructor led	**45.98%** 103	**20.98%** 47	**20.09%** 45	**6.70%** 15	**6.25%** 14	224
Courses that are 100% online	**12.61%** 28	**9.91%** 22	**16.22%** 36	**18.92%** 42	**42.34%** 94	222
Courses that are 50% online and 50% in person/instructor led	**8.72%** 19	**11.47%** 25	**26.61%** 58	**16.51%** 36	**36.70%** 80	218
Courses that are 75% online and 25% in person/instructor led	**8.22%** 18	**13.24%** 29	**17.35%** 38	**17.35%** 38	**43.84%** 96	219
Courses that are 25% online and 75% in person/instructor led	**8.45%** 18	**14.55%** 31	**29.58%** 63	**19.72%** 42	**27.70%** 59	213

Q7 Do you have classes that use Blackboard?

Answered: 230   Skipped: 42

Answer Choices	Responses	
Yes	**87.83%**	202
No	**12.17%**	28
Total		**230**

Q8 Rate the usefulness of the following Blackboard tools in your learning experience:

Answered: 192   Skipped: 80

	Extremely Useful	Very Useful	Useful	Somewhat Useful	Useful	Not Useful	N/A	Total
Access to course materials, course information	38.22% 73	23.56% 45	22.51% 43	9.42% 18	3.66% 7	1.05% 2	1.57% 3	191
Communication with professor	33.33% 63	17.99% 34	13.76% 26	13.23% 25	5.29% 10	7.94% 15	8.47% 16	189
Announcements	32.29% 62	20.83% 40	26.56% 51	11.46% 22	3.13% 6	3.13% 6	2.60% 5	192
Assignment Tool	30.89% 59	22.51% 43	23.04% 44	12.04% 23	3.14% 6	2.62% 5	5.76% 11	191
Lecture capture	20.53% 39	17.89% 34	21.05% 40	11.05% 21	6.84% 13	5.79% 11	16.84% 32	190
Discussion via group boards and email	20.11% 38	13.76% 26	22.22% 42	17.46% 33	4.76% 9	7.41% 14	14.29% 27	189
Audio/video/podcast access	19.05% 36	15.34% 29	17.99% 34	17.46% 33	4.76% 9	6.88% 13	18.52% 35	189
Communication with other students	18.42% 35	15.26% 29	17.37% 33	14.74% 28	6.84% 13	10.53% 20	16.84% 32	190
File sharing	16.84% 32	16.84% 32	20.00% 38	15.26% 29	6.84% 13	6.84% 13	17.37% 33	190
Blogs/Wikis	15.26% 29	14.21% 27	18.95% 36	15.26% 29	3.68% 7	9.47% 18	23.16% 44	190

Q9 How do the following tools influence your overall learning experience?

Answered: 223   Skipped: 49

	Highly Positive Influence	Very Positive Influence	Positive Influence	Somewhat Positive Influence	Not a Positive Influence	Total
Wireless Internet access	**48.40%** 106	**24.66%** 54	**16.44%** 36	**7.76%** 17	**2.74%** 6	219
Power Point or other presentation software	**38.91%** 86	**28.96%** 64	**19.91%** 44	**9.95%** 22	**2.26%** 5	221
Overhead projectors	**34.39%** 76	**28.51%** 63	**23.98%** 53	**10.86%** 24	**2.26%** 5	221
Smart Boards	**33.33%** 73	**26.48%** 58	**25.57%** 56	**11.42%** 25	**3.20%** 7	219
iPads or other tablets	**31.02%** 67	**22.22%** 48	**19.44%** 42	**17.59%** 38	**9.72%** 21	216
Classes held in computer labs	**26.27%** 57	**29.95%** 65	**22.12%** 48	**15.21%** 33	**6.45%** 14	217
Video cameras or webcams	**19.34%** 41	**22.64%** 48	**20.75%** 44	**24.06%** 51	**13.21%** 28	212
Microphones/speakers	**18.96%** 40	**24.64%** 52	**24.64%** 52	**21.33%** 45	**10.43%** 22	211

Q10 Have you accessed Help Desk Support
to help solve a technical issue?

Answered: 223   Skipped: 49

Answer Choices	Responses	
Yes	**58.74%**	131
No	**41.26%**	92
Total		**223**

Q11 What is your level of satisfaction with Help Desk Support?

Answered: 128   Skipped: 144

	Highly Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	Total
Overall Help Desk courtesy and professionalism	34.65% 44	18.11% 23	37.80% 48	4.72% 6	4.72% 6	127
Staff availability (hours of operation)	30.47% 39	23.44% 30	31.25% 40	9.38% 12	5.47% 7	128
Timeliness in solving issues	30.95% 39	18.25% 23	38.10% 48	6.35% 8	6.35% 8	126
Ongoing communication when support requires more than one step	28.35% 36	19.69% 25	38.58% 49	7.87% 10	5.51% 7	127
Timeliness in response to your requests for support	27.56% 35	22.05% 28	38.58% 49	3.94% 5	7.87% 10	127

Q12 What are your recommendations for improving IT Support?

Answered: 53   Skipped: 219

#	Responses	Date
1	more friendly, and CLEARER explanations please!	5/13/2014 1:39 PM
2	more people to help students.	5/13/2014 7:44 AM
3	to tell the students that both doprs are available for helping students. I dont like standing on line not knowing what to do.	5/13/2014 6:26 AM
4	Lack of direct help with complicated issues	5/12/2014 6:46 PM
5	Sign in computers always down	5/12/2014 8:44 AM
6	Help!!!	5/11/2014 10:32 AM
7	I used the service once therefore, I cannot recommend anything. Sorry.	5/10/2014 7:58 AM
8	Our ITs are already perfect	5/10/2014 6:34 AM
9	extend operation hours.	5/8/2014 7:08 PM
10	I only had to use them once, so I don't have a recommendation at this time. They did a great job for me, so I am satisfied.	5/8/2014 9:48 AM
11	I dont know what IT is	5/7/2014 7:33 PM
12	No suggestion that I can think of now.	5/7/2014 6:23 PM
13	N/A	5/7/2014 1:32 PM
14	1. Give Keyboarding elective classes! 2. Internet and Computer Classes!	5/7/2014 1:09 PM
15	More wireless coverage in the T Building not always, possible to get wifi for ipad in certain class rooms location in some of the buildings.	5/7/2014 12:06 PM
16	help students fast.	5/7/2014 10:51 AM
17	get better	5/7/2014 9:45 AM
18	The internet are slow...it would be better if loging in would be faster.	5/7/2014 7:22 AM
19	Stop being clowns. I can solve more IT problems than you guys and I'm self taught.	5/6/2014 10:23 PM
20	N/a	5/6/2014 8:52 PM
21	I don't have major IT issues.	5/6/2014 7:40 PM
22	I have no problem	5/6/2014 5:40 PM
23	higher internet speed	5/6/2014 5:24 PM
24	It is fine as it is.	5/6/2014 5:18 PM
25	honestly i dont know	5/6/2014 4:43 PM
26	Improve the wifi	5/6/2014 11:43 AM
27	hold workshops or have flyers available for instructions.	5/6/2014 11:09 AM
28	Up the wi fi range	5/6/2014 11:02 AM
29	Just to organize and improve mobile connection of school resources.	5/6/2014 10:53 AM
30	More MAC friendliness	5/6/2014 10:46 AM
31	It would be really nice for you guys to update "Internet Explorer at atleast version 10 on the pc's.	5/6/2014 10:40 AM
32	Again, just having staff that is more proactive in their response to heavy usage.	5/5/2014 6:17 PM

33	Wife is connection is very poor	5/3/2014 8:24 AM
34	N/A	5/2/2014 9:59 PM
35	Helping each other can improve IT Security	5/2/2014 8:47 PM
36	nothing	5/2/2014 5:16 PM
37	Great, no suggestion	5/2/2014 1:09 PM
38	Better devices that work fast and dont need to wait ten minuts for them to start.	5/2/2014 11:51 AM
39	Space and location when students assemble in the area waiting for computers it can be crowded at time.	5/1/2014 9:53 AM
40	Yes thank you	5/1/2014 8:37 AM
41	Have ID Cards For Workers Have Staff Shirts Extend hours	5/1/2014 6:53 AM
42	some locations in the campus are with weak wi-fi signals....	4/30/2014 6:11 PM
43	I guess to always have someone to answer the phone but that is impractical	4/30/2014 4:15 PM
44	none	4/30/2014 3:37 PM
45	For them not to have an attitude when you ask them a question, some manners would be nice.	4/30/2014 3:33 PM
46	More office hours on weekend	4/30/2014 3:32 PM
47	Don't have any.	4/30/2014 2:06 PM
48	None.	4/30/2014 12:23 PM
49	Sometimes they can try and sit down with you and step by step show you everything you ask for.	4/30/2014 12:20 PM
50	I have none. No complaints.	4/30/2014 11:35 AM
51	Ventilation	4/30/2014 8:57 AM
52	Allowing smartphones be able to access more	4/30/2014 8:49 AM
53	Nothing really. You're good.	4/30/2014 8:43 AM

Q13 What is your level of knowledge regarding the following campus IT Security Policies?

Answered: 217   Skipped: 55

	Highly Knowledgeable	Very Knowledgeable	Knowledgeable	Somewhat Knowledgeable	Not Knowledgeable	Total
Acceptable Use of Computer Resources	**21.66%** 47	**19.35%** 42	**26.27%** 57	**13.36%** 29	**19.35%** 42	217
The City of New York Computer User Responsibilities	**16.43%** 35	**15.96%** 34	**26.76%** 57	**16.43%** 35	**24.41%** 52	213
File Sharing and Copyright Infringement	**15.21%** 33	**20.28%** 44	**28.11%** 61	**15.67%** 34	**20.74%** 45	217
Kingsborough IT Security Policies	**14.81%** 32	**18.98%** 41	**23.61%** 51	**16.67%** 36	**25.93%** 56	216
Private Information Advisory	**13.55%** 29	**17.76%** 38	**26.17%** 56	**15.89%** 34	**26.64%** 57	214

Q14 What are the best ways to communicate with you?

Answered: 217   Skipped: 55

Answer Choices	Responses	
Email	**96.31%**	209
Phone (Call)	**32.26%**	70
Phone (Text)	**44.24%**	96
Snail Mail	**5.53%**	12
Total Respondents: 217		

#	Other (please specify)	Date
1	In Person	5/10/2014 6:34 AM
2	For school announcements, utilize Twitter more often	5/9/2014 6:59 AM
3	popcornkid29@hotmail.com	5/7/2014 6:23 PM
4	dont bother	5/7/2014 9:45 AM
5	Facebook	5/6/2014 11:09 AM
6	Mail	5/4/2014 4:41 PM
7	facebook , whats up ,viper	5/3/2014 10:50 PM
8	Social Media	4/30/2014 8:57 AM

Q15 Are there any other comments you have that will help improve IT Services and Support?

Answered: 214   Skipped: 58

Answer Choices	Responses	
Yes	**7.01%**	15
No	**92.99%**	199
Total		**214**

Q16 If yes, please explain.

Answered: 6   Skipped: 266

#	Responses	Date
1	work out issues for students using a MAC, other than advice to download other search engines because safari is fickle	5/12/2014 6:48 PM
2	Would like to be Knowledgeable about it.	5/10/2014 7:28 PM
3	- universal portal for everything CUNY and KBCC - more print stations	5/9/2014 6:59 AM
4	Special Class to fully Indoctrinate students in the Kingsborough Technical/Internet use here on Campus.	5/7/2014 1:14 PM
5	longer opening hours FOR the computers lab on Saturdays. provide more computers so wait time can be shorter and line for logging in and waiting can be less crowded	5/1/2014 9:58 AM
6	Yes. Am	5/1/2014 8:39 AM

Q17 We may conduct a select number of follow-up interviews. Would you be willing to participate in a 15-20 minute phone conversation to further explore your views?

Answered: 212   Skipped: 60

Answer Choices	Responses	
Yes	**23.58%**	50
No	**76.42%**	162
Total		**212**

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Q18 Please enter your email address to be contacted for a follow-up interview.

Answered: 89   Skipped: 183

#	Responses	Date
1	lsrmaguie@yahoo.com	5/15/2014 7:05 PM
2	melissa.solomons@students.kbcc.cuny.edu	5/14/2014 4:17 PM
3	Sandramrtl@yahoo.com	5/14/2014 7:51 AM
4	lisamichelle10458@yahoo.com	5/13/2014 1:39 PM
5	susan.waterman24@students.kbcc.cuny.edu	5/12/2014 10:23 AM
6	santiago.ashley527@gmail.com	5/12/2014 8:47 AM
7	chisonya@yahoo.com	5/11/2014 2:53 PM
8	d.shteyman@AOL.com	5/11/2014 2:07 PM
9	Chautalbabb@gmail.com	5/11/2014 10:33 AM
10	marcia.parke25@students.kbcc.cuny.edu	5/10/2014 7:28 PM
11	hyacinv7@aol.com	5/10/2014 7:59 AM
12	benjaminhanon@gmail.com	5/10/2014 6:34 AM
13	alyona9191@mail.ru	5/9/2014 10:20 AM
14	cheyennev132@yahoo.com	5/9/2014 9:06 AM
15	miguel.molina18@students.kbcc.cuny.edu	5/9/2014 6:59 AM
16	alishawalker94@gmail.com	5/8/2014 7:40 PM
17	alakaksjksdm/x,p,	5/8/2014 7:09 PM
18	yasya1509@hotmail.com	5/8/2014 5:25 PM
19	merdogan618@gmail.com	5/8/2014 3:10 PM
20	Yhasmine.moran23@students.kbcc.cuny.edu	5/8/2014 11:58 AM
21	Jac.jeffers@yahoo.com	5/8/2014 5:37 AM
22	patricia.smith18@students.kbcc.cuny.edu	5/8/2014 4:25 AM
23	graziella.orecchio07@students.kbcc.cuny.edu	5/7/2014 7:53 PM
24	no thanks	5/7/2014 7:33 PM
25	chattgm93@gmail.com	5/7/2014 6:26 PM
26	popcornkid29@hotmail.com	5/7/2014 6:24 PM
27	Lrosario417@gmail.com	5/7/2014 3:54 PM
28	dawn.medina18@students.kbcc.cuny.edu	5/7/2014 2:15 PM
29	BRANDONC009@YAHOO.COM	5/7/2014 1:32 PM
30	rohan.leslie25@students.kbcc.cuny.edu	5/7/2014 1:14 PM
31	philip_cusimano@msn.com	5/7/2014 12:07 PM
32	calliopesoul234@yahoo.com	5/7/2014 10:18 AM
33	meeka20389@yahoo.com	5/7/2014 10:18 AM
34	jacob.ramirez27@students.kbcc.cuny.edu	5/7/2014 9:40 AM

35	belandepierre@yahoo.com	5/7/2014 9:21 AM
36	DORLEANSFATIMA@YAHOO.COM	5/7/2014 7:23 AM
37	Aury.garcia01@students.kbcc.cuny.edu	5/6/2014 8:54 PM
38	garvin.gittens09@students.kbcc.cuny.edu	5/6/2014 7:50 PM
39	bintabah62@gmail.com	5/6/2014 7:00 PM
40	Maysonet27@yahoo.com	5/6/2014 5:41 PM
41	uisrailov@yahoo.com	5/6/2014 5:24 PM
42	chrisfrancis319@gmail.com	5/6/2014 4:33 PM
43	moeyafai@yahoo.com	5/6/2014 4:07 PM
44	camilo_213@hotmail.com	5/6/2014 1:49 PM
45	Mowglini@gmail.com	5/6/2014 12:19 PM
46	sunita.hoo28@students.kbcc.cuny.edu	5/6/2014 11:57 AM
47	williamgalloway@optimum.net	5/6/2014 11:43 AM
48	sadoshka95@mail.ru	5/6/2014 11:32 AM
49	Angelina.p.luciano@gmail.com	5/6/2014 11:03 AM
50	pan3590@aol.com	5/6/2014 10:54 AM
51	pwm11215@earthlink.net	5/6/2014 10:46 AM
52	liveheart2@yahoo.com	5/6/2014 10:45 AM
53	Lsjeremiah@gmail.com	5/6/2014 10:02 AM
54	sioie@aol.com	5/6/2014 8:38 AM
55	interceedkaj@aol.com	5/5/2014 7:10 PM
56	karleen.cumberbatch@gmail.com	5/5/2014 6:18 PM
57	weatherwoman365@aol.com	5/5/2014 2:47 PM
58	ITZLILIBETH@GMAIL.COM	5/5/2014 8:31 AM
59	danellie.semple@gmail.com	5/4/2014 3:27 PM
60	liselles21@yahoo.com	5/4/2014 3:14 PM
61	tracey-ann.clue10@students.kbcc.cuny.edu	5/3/2014 11:08 AM
62	qwen0@yahoo.com	5/3/2014 10:26 AM
63	nikoloztsulukidze17@gmail.com	5/2/2014 8:48 PM
64	samanthadross91@yahoo.com	5/2/2014 8:43 PM
65	nathan.allen12@students.kbcc.cuny.edu	5/2/2014 7:23 PM
66	florencina70@gmail.com	5/2/2014 7:17 PM
67	Kanaf_ibb@yahoo.com	5/2/2014 6:56 PM
68	oscarxique009@gmail.com	5/2/2014 5:39 PM
69	hugo.sanchez03@students.kbcc.cuny.edu	5/2/2014 3:05 PM
70	nmdsul_moakan@yahoo.com	5/2/2014 1:10 PM
71	moshed17@gmail.com	5/2/2014 11:52 AM
72	karen.alonso12@students.kbcc.cuny.edu	5/1/2014 7:25 PM
73	anam.razzaq14@students.kbcc.cuny.edu	5/1/2014 6:50 PM
74	mitsy2000_2000@yahoo.com	5/1/2014 9:58 AM

75	Pentateuch 5 gmail. org	5/1/2014 8:39 AM
76	718UmerBashir@gmail.com	5/1/2014 6:53 AM
77	evensjoseph33@yahoo.com	4/30/2014 9:08 PM
78	jodywlee02@gmail.com	4/30/2014 8:28 PM
79	v.lee_happy@yahoo.com.hk	4/30/2014 6:11 PM
80	eliseb494@aol.com	4/30/2014 4:39 PM
81	margietr@verizon.net	4/30/2014 4:15 PM
82	Kimmcnair07@aol.com	4/30/2014 3:36 PM
83	jackeymozo@yahoo.com	4/30/2014 2:07 PM
84	vladyslav.lissovenko22@students.kbcc.cuny.edu	4/30/2014 12:24 PM
85	Nakani_lika@yahoo.com	4/30/2014 11:44 AM
86	ericasherman@gmail.com	4/30/2014 11:35 AM
87	koffordile@hotmail.com	4/30/2014 10:05 AM
88	ramsha.javed10@students.kbcc.cuny.edu	4/30/2014 8:58 AM
89	joseperez265653840@yahoo.com	4/30/2014 8:57 AM

APPENDIX SECTION 7.2
RAW SURVEY DATA: FACULTY & STAFF

Q1 I am a:

Answered: 212   Skipped: 0

Answer Choices	Responses	
Faculty Member	**36.32%**	77
Staff Member	**63.68%**	135
Total		**212**

Q2 What describes your academic rank?

Answered: 72   Skipped: 140

Answer Choices	Responses	
Professor	**20.83%**	15
Associate Professor	**13.89%**	10
Assistant Professor	**26.39%**	19
Lecturer	**15.28%**	11
Adjunct Faculty	**23.61%**	17
Total		**72**

Q3 How many years have you taught at Kingsborough Community College?

Answered: 72   Skipped: 140

Answer Choices	Responses	
2 years or less	**19.44%**	14
2 – 5 years	**9.72%**	7
6 – 10 years	**31.94%**	23
10+ years	**38.89%**	28
Total		**72**

Q3 How many years have you taught at Kingsborough Community College?

Q4 Do you use Blackboard?

Answered: 70   Skipped: 142

Answer Choices	Responses	
Yes	**64.29%**	45
Don't use but interested in learning more about using Blackboard.	**27.14%**	19
Don't use; not interested in learning more about Blackboard.	**8.57%**	6
Total		**70**

Q5 Do you use the following Blackboard tools?

Answered: 44   Skipped: 168

	Yes	Don't use but interested in learning more about this technology.	Don't use; not interested in learning more about this technology.	Total
Announcements	**95.24%** 40	**0.00%** 0	**4.76%** 2	42
Assignment Tool	**50.00%** 17	**23.53%** 8	**26.47%** 9	34
Audio/Video upload including podcasting	**29.41%** 10	**50.00%** 17	**20.59%** 7	34
Blogs/Wikis	**17.24%** 5	**44.83%** 13	**37.93%** 11	29
Content upload/download for course materials	**100.00%** 40	**0.00%** 0	**0.00%** 0	40
Discussions	**45.95%** 17	**24.32%** 9	**29.73%** 11	37
Groups	**35.29%** 12	**41.18%** 14	**23.53%** 8	34
Lecture Capture	**10.34%** 3	**58.62%** 17	**31.03%** 9	29
Plagiarism prevention (SafeAssign)	**19.35%** 6	**58.06%** 18	**22.58%** 7	31
Syllabus	**77.50%** 31	**15.00%** 6	**7.50%** 3	40
Testing	**44.44%** 16	**30.56%** 11	**25.00%** 9	36
Web conferencing/virtual classroom	**6.67%** 2	**56.67%** 17	**36.67%** 11	30

Q6 Please indicate which technologies you use in your courses:

Answered: 58   Skipped: 154

	Yes	Don't use but interested in learning more about this technology.	Don't use; not interested in learning more about this technology.	Total
eTextbooks	**35.29%** 18	**33.33%** 17	**31.37%** 16	51
Social Media	**22.92%** 11	**27.08%** 13	**50.00%** 24	48
Clickers or other personal response systems	**17.39%** 8	**34.78%** 16	**47.83%** 22	46
Screen or Lecture Capture	**14.89%** 7	**42.55%** 20	**42.55%** 20	47
ePortfolios	**14.58%** 7	**25.00%** 12	**60.42%** 29	48
Online assignment collection	**37.74%** 20	**32.08%** 17	**30.19%** 16	53

Q7 How often do you use the following technologies or tools in the classroom?

Answered: 58   Skipped: 154

	Always	Often	Sometimes	Rarely	Never	Total
Wireless Internet	**27.78%** 15	**22.22%** 12	**18.52%** 10	**3.70%** 2	**27.78%** 15	54
Smart Boards (electronic white board)	**49.09%** 27	**20.00%** 11	**3.64%** 2	**10.91%** 6	**16.36%** 9	55
Classroom where each student has access to a computer	**7.55%** 4	**16.98%** 9	**7.55%** 4	**15.09%** 8	**52.83%** 28	53
Overhead projectors	**34.62%** 18	**7.69%** 4	**11.54%** 6	**7.69%** 4	**38.46%** 20	52
iPad/tablets with wireless connectivity	**6.12%** 3	**0.00%** 0	**14.29%** 7	**10.20%** 5	**69.39%** 34	49
Microphone or speakers	**3.92%** 2	**7.84%** 4	**11.76%** 6	**13.73%** 7	**62.75%** 32	51
Webcam or video camera	**1.96%** 1	**0.00%** 0	**11.76%** 6	**15.69%** 8	**70.59%** 36	51
Lecture recording technology	**1.96%** 1	**1.96%** 1	**3.92%** 2	**9.80%** 5	**82.35%** 42	51
Blue-ray/DVD player	**9.43%** 5	**9.43%** 5	**30.19%** 16	**9.43%** 5	**41.51%** 22	53
VHS player	**0.00%** 0	**6.00%** 3	**24.00%** 12	**6.00%** 3	**64.00%** 32	50
Power Point or other presentation software	**42.86%** 24	**25.00%** 14	**5.36%** 3	**8.93%** 5	**17.86%** 10	56
Traditional Whiteboard or Chalkboard	**60.71%** 34	**14.29%** 8	**16.07%** 9	**1.79%** 1	**7.14%** 4	56

Q8 Please indicate whether you agree or disagree with the following statements about the use of instructional technology:

Answered: 58   Skipped: 154

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
I would like to increase the use of instructional technology tools in my courses.	**42.11%** 24	**31.58%** 18	**19.30%** 11	**7.02%** 4	**0.00%** 0	57
Use of instructional technology in my discipline can increase student achievement.	**50.88%** 29	**19.30%** 11	**26.32%** 15	**1.75%** 1	**1.75%** 1	57
I am uncomfortable using instructional technology in my courses.	**8.77%** 5	**14.04%** 8	**15.79%** 9	**19.30%** 11	**42.11%** 24	57

Q9 Please indicate your level of satisfaction with the availability of training for using the following tools:

Answered: 58   Skipped: 154

	Highly satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	Total
Blackboard	**15.52%** 9	**18.97%** 11	**44.83%** 26	**10.34%** 6	**10.34%** 6	58
Integrating technology into courses	**8.62%** 5	**20.69%** 12	**41.38%** 24	**13.79%** 8	**15.52%** 9	58
Produce and deliver audio and video	**5.66%** 3	**13.21%** 7	**33.96%** 18	**18.87%** 10	**28.30%** 15	53
File sharing for large files (video, audio, datasets, etc.)	**3.92%** 2	**9.80%** 5	**39.22%** 20	**19.61%** 10	**27.45%** 14	51
Lecture capture technology	**4.00%** 2	**10.00%** 5	**34.00%** 17	**18.00%** 9	**34.00%** 17	50

Q10 What is your level of satisfaction with ongoing support for the following tools?

Answered: 58   Skipped: 154

	Highly satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	Total
Integrating technology into courses	6.90% 4	17.24% 10	41.38% 24	13.79% 8	20.69% 12	58
Produce and deliver audio and video	5.77% 3	13.46% 7	34.62% 18	15.38% 8	30.77% 16	52
File sharing for large files (video, audio, datasets, etc.)	2.08% 1	10.42% 5	37.50% 18	18.75% 9	31.25% 15	48
Lecture capture technology	4.08% 2	12.24% 6	32.65% 16	16.33% 8	34.69% 17	49

Q11 Please Indicate your Department

Answered: 129   Skipped: 83

Answer Choices	Responses	
Academic Department	**12.40%**	16
Administrative Departments (other)	**28.68%**	37
President's Office	**1.55%**	2
Administration and Finance / College Advancement/ Institutional Effectiveness	**16.28%**	21
Continuing Education/ Workforce Development	**9.30%**	12
Academic Affairs	**7.75%**	10
Student Affairs/ Enrollment Management	**24.03%**	31
Total		**129**

Q12 How many years have you been employed at Kingsborough Community College?

Answered: 129   Skipped: 83

Answer Choices	Responses	
2 years or less	**10.08%**	13
2 – 5 years	**21.71%**	28
6 – 10 years	**27.13%**	35
10+ years	**41.09%**	53
Total		**129**

Q13 Rate your level of proficiency in the following areas:

Answered: 170   Skipped: 42

	Highly Proficient	Very Proficient	Proficient	Somewhat Proficient	Not Proficient	N/A	Total
Blackboard	15.06% 25	12.65% 21	18.07% 30	13.25% 22	17.47% 29	23.49% 39	166
CUNYfirst	17.86% 30	25.00% 42	32.74% 55	16.67% 28	4.17% 7	3.57% 6	168
Degree Audit	5.39% 9	7.19% 12	14.37% 24	9.58% 16	23.35% 39	40.12% 67	167
TIPPS	4.27% 7	5.49% 9	12.80% 21	9.15% 15	20.73% 34	47.56% 78	164

Q14 What is your level of satisfaction with the following training offerings?

Answered: 170   Skipped: 42

	Highly Satisfied	Very Satisfied	Neutral	Somewhat Satisfied	Not Satisfied	Total
Blackboard	12.08% 18	20.81% 31	48.99% 73	9.40% 14	8.72% 13	149
CUNYfirst	9.64% 16	22.29% 37	34.94% 58	18.67% 31	14.46% 24	166
Microsoft Office/general productivity software	13.29% 21	24.68% 39	44.30% 70	8.86% 14	8.86% 14	158
Web conferencing	8.84% 13	5.44% 8	63.95% 94	7.48% 11	14.29% 21	147
Communication and Collaboration tools (such as blogs, Google Docs, Dropbox, etc.)	7.69% 11	8.39% 12	57.34% 82	6.29% 9	20.28% 29	143

Q15 What are the top 3 opportunities to improve training offerings?

Answered: 59   Skipped: 153

#	Responses	Date
1	1) Having time to practice our training. 2) Having an alternative account to practice on. 3) Having one on one time with the trainer to become more proficiency.	5/15/2014 7:58 AM
2	Over virtual training	5/12/2014 11:54 AM
3	Smart rooms should ALWAYS have working equipment - that includes audio.	5/10/2014 6:37 PM
4	Offer more frequent hands on training, utilizing realistic day-to- day circumstances. Powerpoint presentations are ineffective training tools. Request input from end users as to the content of the training offerings. Address software deficiencies and provide updates with enhancements, particulary regarding CUNYfirst procurement.	5/9/2014 6:26 AM
5	1. online trainings for things such as large file transport/lecture capture 2. acknowledgement that we're using google docs, etc. instead of blackboard, and ways to better integrate these alternatives 3. training is maybe not the biggest issue as is access to technology where I teach	5/8/2014 1:05 PM
6	Are you asking how to advertise/offer training or types of needed training?	5/8/2014 7:19 AM
7	Continued training for CUNYfirst.	5/8/2014 5:52 AM
8	1- more classes (Different times/days spaced out monthly vs how it is now)	5/7/2014 8:43 AM
9	I would like to see more of an emphasis put on using Digication e-portfolio software or to getting access to Blackboard's e-portfolio software.	5/7/2014 8:20 AM
10	1.Letting us KNOW what trainings are available, programs we have access to, I never knew you had trainings for blogs, Google Docs, and DropBox. 2. ASKING us what we would want trainings in. 3. Having web-based trainings - USE technology to TEACH technology...not in an archaic manner.	5/7/2014 8:15 AM
11	1) Job Aids - command cheat-sheets	5/7/2014 7:42 AM
12	Training for staff on how to utilize communication and collaboration tools, blogs, dropbox etc..	5/7/2014 7:18 AM
13	IT personnel should be more responsive to requests. Ganesh is also assigned to help with Blackboard, but when I met with him, he had not prepared, did not know how to answer my questions, and never resolved my problem. So IT needs to train, needs to address and solve individual faculty problems immediately, and needs to offer training that is suited to teachers. (The Bb training I attended was not led or co-led by a teacher, so the training was weirdly about features of Bb that don't help a novice get started.)	5/7/2014 5:49 AM
14	1.How about something as basic as being to log into the wifi from my own laptop? 2. Why aren't smart boards in every classroom in the T building? 3. Faster internet in the compute labs.	5/7/2014 3:46 AM
15	Since workshop offerings conflict with teaching schedules, I highly recommend online training.	5/6/2014 6:34 PM
16	1). Offer them more frequently 2). Come to departments to demonstrate technology 3). Offer step-by-step do it yourself instruction booklets	5/6/2014 3:42 PM
17	More advanced techniques. Better advertising. More advanced noticed.	5/6/2014 1:45 PM
18	Workshops offered repeatedly during daytime hours	5/6/2014 11:31 AM
19	Providing more training materials online	5/6/2014 10:07 AM
20	Technology is the most difficult to teach due to the vast differences among the participants. With having said this my issue is that when I went to blackboard training it was too fast and not individualized. I do not think some of the answers I provided were as accurate as they could have been had you added n/a as a response. I don't use blackboard in one course because I use the publisher's website and I am not knowledgeable with blackboard for the other course I teach.	5/6/2014 9:01 AM
21	Offer Advance training for CUNYFirst (i.e. generating reports)	5/6/2014 8:55 AM

22	I would greatly appreciate additional training in technology for the classroom such as SmartBaords, Blackboard and Lecture Capture.	5/6/2014 8:48 AM
23	More info sessions on Cuny first	5/6/2014 8:42 AM
24	CUNY First is a nightmare. Avalanche of data, that, in most cases is overkill.	5/6/2014 8:39 AM
25	1. More informing on available training 2. More available dates	5/6/2014 8:29 AM
26	More in-depth training and provide it more often.	5/6/2014 8:22 AM
27	More in depth instruction on advanced features.	5/6/2014 8:22 AM
28	1.) On-site, in-class assistance/training working collegially with students and instructor. 2.) Variety of time periods where training is offered. 3.) Integrated instruction, with levels of achievement and next-steps plotted toward proficiency.	5/6/2014 8:12 AM
29	CUNYfirst Communication & Collaboration Tools General Productivity Software	5/6/2014 8:08 AM
30	i do not understand this question	5/6/2014 7:54 AM
31	1 - Data security - CUNY policies, encryption (what can/can't be sent via email), encryption tools (for shared drive storage), use of KCC secure file send service, and best practices 2 - Improved IT help desk ticketing system - can all tickets be assigned a number and confirmation be sent via email to the requester, along with an estimated timeline for completion? 3 - Training on: available webinar tools and conference calls for KCC staff use	5/6/2014 7:31 AM
32	1. Microsoft Office/General Productivity Software 2. Web conferencing 3. CUNYfirst	5/6/2014 7:28 AM
33	Scheduling Scheduling Scheduling	5/6/2014 7:25 AM
34	Make video production facilities and classes available to faculty as a professional development program.	5/6/2014 7:20 AM
35	Schedule classes according to teaching grid, not "on the hour" when I cannot attend. Have a series of classes with increasing difficulty levels scheduled within 2 - 3 weeks of each other Announce training sessions at least 2 - 3 weeks in advance so I can plan to attend, particularly if classes will be at 3 pm	5/6/2014 7:18 AM
36	The time schedule normally doesn't fit along with my own. That is really my only conflict	5/6/2014 7:10 AM
37	What does this question mean? The Trainers on campus are ok but could be better Training should be offered more frequently A better variety of training should be offered	5/6/2014 7:06 AM
38	more often	5/6/2014 7:01 AM
39	I was not aware that we get training in web conferencing, Microsoft, etc. I have been using Blackboard, but would not mind to expand the use of web and technology fro course communication purposes.	5/6/2014 6:43 AM
40	General Microsoft Office Training	5/6/2014 6:43 AM
41	Training is not the issue. It is the lack of services available to faculty and the willingness for IT to be open to what faculty want.	5/6/2014 6:35 AM
42	I wish to see more trainings that are online and self lead.	5/6/2014 6:34 AM
43	more opportunities better times longer sessions	5/6/2014 6:28 AM
44	Results from this survey Inquire of Staff Offer more in-depth training	5/6/2014 6:20 AM
45	more frequent Blackboard training focused on specific aspects such as online tests	5/6/2014 6:18 AM
46	Offer: 1. Intermediate & Advanced Microsoft Office training opportunities; 2. Basic & Advanced training opportunities regarding multi-media capture; uploading and file storage (cloud based); 3. Increase training offerings regarding video conferencing.	5/6/2014 6:14 AM
47	Make training offerings more visible. Smaller group sessions or break-out sessions for those with more and less comfort with computers can be separated.	5/6/2014 6:09 AM
48	Offer additional training sessions on CUNYfirst updates, etc.	5/6/2014 6:08 AM
49	there are no training offerings for Web conferencing or collaboration tools on our campus, none have been offered to us	5/6/2014 6:06 AM

50	Lunch hour sessions with lunch provided. Sessions with "takeaways" such as software for personal use for free. Access to Continuing Ed classes at a steep discount or free.	5/6/2014 6:06 AM
51	Have them available monthly at a a set time so that staff can prepare ahead of time to attend.	5/6/2014 6:06 AM
52	Microsoft Office.	5/6/2014 6:05 AM
53	Neutral	5/6/2014 6:04 AM
54	The College should pay to have higher levels of training. For example, if a department needs a very high level of proficiency in Excel, then the college should pay to send the employee to an off campus site.	5/6/2014 6:03 AM
55	CUNYfirst, Excel,	5/6/2014 5:58 AM
56	stop upgrading so frequently when there are significant changes; pay us to get trained; allow faculty to vote on whether or not to upgrade by giving a clear list of new features and features that will be lost send trainers to department meetings to introduce upgrade changes- make it specific, not too simple; make prior versions of applications available for use (new blackboard doesn't allow me access to all of my instructor comments)	5/6/2014 5:51 AM
57	Offer sessions when faculty are not hostage in the classroom between the hours of 9am-3pm. Do pre-recorded training videos/PPTs/webinars that we can "attend" due to our schedules.	5/6/2014 5:41 AM
58	Have a better instructor that is able to cater the course depending on levels of student knowledge. Courses I have attended are to basic and instructor lost the attention everyone in the class within 5 minutes. Also offer different levels of training for the Microsoft office suite and other pertinent classes	5/6/2014 5:36 AM
59	CUNY 1st, Microsoft Office, Lotus	5/6/2014 5:35 AM

Q16 What is your level of satisfaction with the following IT Support?

Answered: 167   Skipped: 45

	Highly Satisfied	Very Satisfied	Neutral	Somewhat Satisfied	Not Satisfied	Total
Blackboard	18.62% 27	19.31% 28	55.86% 81	4.14% 6	2.07% 3	145
CUNYfirst	16.98% 27	27.67% 44	32.08% 51	15.72% 25	7.55% 12	159
Microsoft Office/general productivity software training	21.57% 33	22.88% 35	39.22% 60	13.73% 21	2.61% 4	153
Desktop, laptop, printer issues	30.25% 49	37.04% 60	12.96% 21	12.35% 20	7.41% 12	162
Computer software issues	28.83% 47	34.97% 57	17.18% 28	13.50% 22	5.52% 9	163
Network/email/Internet issues	31.06% 50	31.68% 51	15.53% 25	13.04% 21	8.70% 14	161
Telephone/Fax	26.75% 42	33.12% 52	27.39% 43	9.55% 15	3.18% 5	157
Web conferencing (Skype, GoToMeeting, Adobe Connect, etc.)	12.68% 18	11.97% 17	64.79% 92	4.23% 6	6.34% 9	142

Q17 Have you accessed Help Desk Support to help solve a technical issue?

Answered: 167   Skipped: 45

Answer Choices	Responses	
Yes	**96.41%**	161
No	**3.59%**	6
Total		**167**

Q18 What is your level of satisfaction with IT Help Desk Support?

Answered: 160   Skipped: 52

	Highly Satisfied	Very Satisfied	Neutral	Somewhat Satisfied	Not Satisfied	Total
Staff availability (hours of operation)	33.54% 53	42.41% 67	11.39% 18	7.59% 12	5.06% 8	158
Timeliness in response to your request for support	32.70% 52	38.99% 62	11.95% 19	10.69% 17	5.66% 9	159
Ongoing communication when support requires more than one step	35.44% 56	32.91% 52	13.92% 22	8.86% 14	8.86% 14	158
Timeliness in resolving issues	32.70% 52	36.48% 58	10.69% 17	10.69% 17	9.43% 15	159
Overall Help Desk courtesy and professionalism	45.28% 72	42.77% 68	6.92% 11	3.14% 5	1.89% 3	159

Q19 What are the top opportunities to improve IT Support?

Answered: 35 Skipped: 177

#	Responses	Date
1	Michael is great. I don't know what else I can say.	5/10/2014 6:39 PM
2	Extend help Desk hours to 7 PM	5/9/2014 10:20 AM
3	Excellent support staff.	5/9/2014 6:32 AM
4	(1) Updates or alterations to office desktop software so that warning/requests for updates aren't constantly interrupting workflow (adobe, browser, etc.) (2) Opportunities for evening faculty to print documents (currently prohibited at library, 2nd floor printer, department closed, etc.) (3) Reduction of frequency for required password changes	5/8/2014 9:51 PM
5	More training for website development for area websites	5/8/2014 6:01 AM
6	More institutional support for Digication.	5/7/2014 8:22 AM
7	Being supportive, being flexible, finding solutions instead of over-complicating matters.	5/7/2014 8:17 AM
8	flexible schedules for training or video intructions for do it yourself	5/7/2014 8:10 AM
9	Have faculty involved in instruction and training so it is more clearly geared toward classroom usage. Have IT hold open forums with faculty to resolve problems and/or bring up new issues and ideas.	5/7/2014 5:51 AM
10	I have no idea what you mean by "opportunities."	5/6/2014 3:44 PM
11	1 - Data security - provide clear guidance to all KCC staff, along with resources to ensure that sensitive information is always protected, at rest or in transit. 2 - Improve communication between the implications of campus-wide network outages on program-related databases. 3 - Provide KCC-wide trainings on common technical issues. For example, my team experiences difficulty with Lotus archiving and would greatly benefit from a department-wide training.	5/6/2014 12:46 PM
12	I'm not sure--I can't quite understand why I had so many problems with access to email and other networked tools after a new computer was installed in my office. It took months to resolve.	5/6/2014 11:33 AM
13	Response time for hardware issues (i.e. printers, copy machines)	5/6/2014 8:57 AM
14	Classes and Workshops for Faculty	5/6/2014 8:50 AM
15	None	5/6/2014 8:46 AM
16	Faster response to small issues.	5/6/2014 8:33 AM
17	I don't have recommendations, as I do not know the structure or administration of this department.	5/6/2014 8:14 AM
18	this is a poorly worded question, what do you mean by opportunities to improve...	5/6/2014 7:59 AM
19	The only thing I can think of is extending the hours in the morning to 7:15 when the campus officially opens	5/6/2014 7:44 AM
20	1. Cross platform knowledge 2. Software knowledge 3. Actual responses beyond help desk courtesies	5/6/2014 7:36 AM
21	N/A	5/6/2014 7:34 AM
22	Inform KCC community as to schedule for planned updates of equipment, software, etc.	5/6/2014 7:29 AM
23	In my opinion, there are no improvesments necessary. Everyone is always helpful and courteous!	5/6/2014 7:26 AM
24	team work	5/6/2014 7:03 AM
25	Communication	5/6/2014 6:46 AM
26	Speed of support	5/6/2014 6:37 AM

27	keep doing what they are doing	5/6/2014 6:32 AM
28	Results of this survey Inquire of Staff More technicians	5/6/2014 6:23 AM
29	improve ticketing system & resolve issues at a quicker and more efficient rate. Staff is very nice!	5/6/2014 6:22 AM
30	None at the moment.	5/6/2014 6:10 AM
31	Enable trusted and verified users to update their own software. Set up weekly or bi-weekly appointments to have software updated remotely. Offer live Help Desk operators starting at 7AM.	5/6/2014 6:10 AM
32	Although it is likely not within the means of IT to provide this- but having availability more connectivity and telephone wiring lines throughout the T buildings for our staff.	5/6/2014 6:08 AM
33	none	5/6/2014 5:56 AM
34	Everything is GREAT.	5/6/2014 5:45 AM
35	Expand hours. Some of us have to commute early to avoid traffic. Having computer issues at 7am isn't good when IT doesn't open until later.	5/6/2014 5:44 AM

Q20 What is your level of knowledge regarding the following campus IT security policies?

Answered: 159   Skipped: 53

	Highly Knowledgeable	Very Knowledgeable	Knowledgeable	Somewhat Knowledgeable	Not Knowledgeable	Total
Acceptable Use of Computer Resources	13.29% 21	22.78% 36	34.18% 54	15.19% 24	14.56% 23	158
File Sharing and Copyright Infringement	12.03% 19	20.25% 32	27.85% 44	18.35% 29	21.52% 34	158
Kingsborough IT Security Policies	12.66% 20	20.25% 32	24.05% 38	18.99% 30	24.05% 38	158
Private Information Advisory	13.92% 22	18.99% 30	23.42% 37	16.46% 26	27.22% 43	158
The City of New York Computer User Responsibilities	12.03% 19	15.19% 24	28.48% 45	15.19% 24	29.11% 46	158

Q21 What is your level of satisfaction with the following IT services?

Answered: 159   Skipped: 53

	Highly Satisfied	Very Satisfied	Neutral	Somewhat Satisfied	Not Satisfied	Total
Wireless access in public places on campus	13.38% 21	24.20% 38	33.12% 52	12.74% 20	16.56% 26	157
Wireless access in classrooms	12.93% 19	21.09% 31	51.70% 76	8.16% 12	6.12% 9	147
Computer provided for work	28.67% 43	31.33% 47	21.33% 32	12.00% 18	6.67% 10	150
Printer provided for work	22.37% 34	30.26% 46	20.39% 31	14.47% 22	12.50% 19	152
Data storage capacity	21.57% 33	27.45% 42	26.80% 41	14.38% 22	9.80% 15	153

Q22 Are there other comments you have that will improve IT Services & Support?

Answered: 159   Skipped: 53

Answer Choices	Responses	
Yes	**18.87%**	30
No	**81.13%**	129
Total		**159**

Q23 If yes, please explain

Answered: 28   Skipped: 184

#	Responses	Date
1	Thanks for all your help.	5/15/2014 8:10 AM
2	Upgrade computers and more printers in offices	5/12/2014 11:57 AM
3	It would be very helpful not to have to request increased storage in small increments. I head a large grant; we generate a lot of email with attachments we are obliged to keep. Archiving helps, but I spend a lot of time sorting through emails, deleting, storing, etc. Perhaps faculty and staff on large grants could be provided with additional storage space?	5/8/2014 1:09 PM
4	As an adjunct I am on campus weekends and evenings. My password to access the internet expires regularly and there is no one at help desk to activate it during those times.	5/8/2014 5:13 AM
5	I think that this widespread use of e-portfolios will only happen if we can access Blackboard's e-portfolio platform which would allow for integration of e-portfolios and the learning management system.	5/7/2014 8:23 AM
6	We are an institution of higher learning teaching students who use technology every day - we place our students at a huge disadvantage when our technology is rigid, inflexible, outdated. We have a website students do not use, a web app that students refuse to use, and an email format that students hardly know exists. GO TO where the students are rather than force them to take steps backwards.	5/7/2014 8:20 AM
7	The IT department never resolves the issues of the wireless not working through the current password system. As a faculty member I shouldn't have to try to sign in as a guest to get access either, but I do and then it doesn't even work! What a joke.	5/7/2014 3:49 AM
8	Since there are classes from 8 to 9 a.m., there should be support available at that time.	5/6/2014 6:37 PM
9	The wifi in the S-Building is not terribly good. More access is needed.	5/6/2014 3:45 PM
10	Is there a way to automate Lotus Notes archiving? For grant-funded employees where the funder (e.g., federal government) has specific retention policies for storing information (electronic or hard copy) during and after the program, this would be very helpful - since many documents are exchanged via email that must be saved, but we quickly surpass our inbox quota threshold.	5/6/2014 12:49 PM
11	I cannot understand why we are spending so much money converting classrooms so that there are computer stations at every student desk (and the desks are actually tables bolted to the floor, so the instructor cannot walk around the room and so that students cannot easily get up from their seats to participate in various learning activities, or to work in small groups). If I need students to use a computer, I have them use their phones or tablets to access online material (whether it is material posted by me, or material on the Internet). If we need to have students working individually on specific software, then we can schedule a computer lab built for that purpose. If there are not enough computer labs, then construct more. But please stop converting regular classrooms to something like a computer lab. It is extremely counterproductive to how students learn best (and there is a huge body of research to back that up). If money needs to be spent on remodeling classrooms to improve student learning, there are proven, evidence-based classroom set-ups, and they are NOT the set-ups we are pouring money into. I am very disappointed to find the classrooms I teach in (M-130, T4103) gradually being converted to classrooms where I can no longer teach effectively. At the very least, ask faculty first whether they want these kinds of facilities. If some faculty do, then schedule them in such rooms and do not schedule faculty whose students do not benefit (quite the opposite) from such conversion.	5/6/2014 11:42 AM
12	Need more storage space for mail. i teach online and need permanent record of student communication.	5/6/2014 11:12 AM
13	campus-wide file storage and synchronization service (KBAM?) is in need. the constant out-dating of software (especially browsers/browser plugins) in a major problem.	5/6/2014 10:34 AM
14	The hours for evening support ends at 6 pm. I have classes from 6:30 to 9:40 pm and if I run into a problem I have not had enough support.	5/6/2014 9:04 AM

15	Wireless access in Cafeteria is non-existent	5/6/2014 8:58 AM
16	I marked unsatisfactory in terms of printer access and computer at work but this warrants further comment. I am significantly hindered by this.	5/6/2014 8:45 AM
17	IT has helped our program by leaps and bounds. Providing both state of the art equipment, and software for our students. The level of involvement and concern is remarkable, and should be highly commended.	5/6/2014 8:42 AM
18	The reason I don't use more technology in the classroom is because I can't count on it to work. I have had trouble with email and wireless in particular. I simply don't use either now. I think at the very least, KCC should migrate to a google-based email system like so many colleges all over the country have.	5/6/2014 8:31 AM
19	This may already be happening, but are there online postings and/or videos from the HelpDesk that would support real-time difficulties in using tech with classes? And just out of curiosity, when will KCC have an app for the iphone?	5/6/2014 8:16 AM
20	More communication with IT techs	5/6/2014 7:29 AM
21	Extend your hours. If you take our computer because it crashes please leave something behind so we can work.	5/6/2014 7:23 AM
22	IT staff work very hard and try to be accommodating. However, they just are not able to meet the demands the college constituencies.	5/6/2014 6:39 AM
23	I would like to know how to access my wemail from my Kindle. I had it until this newest version of Lotus notes. Now my email won't load. periodic instructions on access from mobile devices would be helpful. Sometimes new deevices are acquired but instructions were given long before the new device was bought and periodic instructional memos would be helpful.	5/6/2014 6:21 AM
24	Allow Campus IT to have input and allow changes to CUNY FIRST software interface. You cannot print from it directly!! Allow us to custom figure views in it as well.	5/6/2014 6:09 AM
25	Better training.	5/6/2014 6:05 AM
26	Keep up the GREAT Service!	5/6/2014 5:46 AM
27	Get us ELMO and Prezi please.	5/6/2014 5:44 AM
28	Resources and training for making lecture videos.	5/6/2014 5:42 AM

Q24 We may conduct a select number of follow-up interviews. Would you be willing to participate in a 15-20 minute phone conversation to further explore your views?

Answered: 159   Skipped: 53

Answer Choices	Responses	
Yes	**33.96%**	54
No	**66.04%**	105
Total		**159**

Q25 Please enter your email address to be contacted for a follow-up interview.

Answered: 48   Skipped: 164

#	Responses	Date
1	ralphfranco2@gmail.com	5/11/2014 3:34 PM
2	maureen.haggerty@kbcc.cuny.edu	5/10/2014 6:39 PM
3	Peter.Hermida@kbcc.cuny.edu	5/9/2014 10:20 AM
4	maryjane.blauvelt@kbcc.cuny.edu	5/9/2014 6:33 AM
5	dcollins@superdan.net	5/8/2014 9:52 PM
6	babette.audant@kbcc.cuny.edu	5/8/2014 1:09 PM
7	Shawna.brandle@kbcc.cuny.edu	5/8/2014 7:42 AM
8	Phyllis.Napoli.kbcc.cuny.edu	5/8/2014 6:30 AM
9	bmitra@kingsborough.edu	5/8/2014 6:02 AM
10	michael.batson@kbcc.cuny.edu	5/8/2014 5:14 AM
11	irene.lopez@kbcc.cuny.edu	5/7/2014 8:46 AM
12	emily.schnee@kbcc.cuny.edu	5/7/2014 8:23 AM
13	kaizarjoseph@kbcc.cuny.edu	5/7/2014 7:19 AM
14	alinavrejoiu@kingsborough.edu	5/7/2014 3:49 AM
15	Mona.Valore@kbcc.cuny.edu	5/6/2014 6:38 PM
16	caterina.pierre@kbcc.cuny.edu	5/6/2014 3:45 PM
17	Plloyd@kbcc.cuny.edu	5/6/2014 2:46 PM
18	Nancy.corrigan@kbcc.cunt.edu	5/6/2014 2:00 PM
19	bryan.wills@kbcc.cuny.edu	5/6/2014 1:47 PM
20	Kristin.Polizzotto@kbcc.cuny.edu	5/6/2014 11:42 AM
21	bking@kbcc.cuny.edu	5/6/2014 11:12 AM
22	kheron@kbcc.cuny.edu	5/6/2014 9:24 AM
23	helaine.schwartz@kbcc.cuny.edu	5/6/2014 9:04 AM
24	akrishnan@kingsborough.edu	5/6/2014 8:54 AM
25	dbradley@kbcc.cuny.edu	5/6/2014 8:49 AM
26	dromano@kbcc.cuny.edu	5/6/2014 8:42 AM
27	vannsprecher.kbcc@gmail.com	5/6/2014 8:31 AM
28	maggie.hill@kbcc.cuny.edu	5/6/2014 8:17 AM
29	moshea@kbcc.cuny.edu	5/6/2014 8:00 AM
30	cliff.hesse@kingsborough.edu	5/6/2014 7:29 AM
31	elizabeth.tompkins@kbcc.cuny.edu	5/6/2014 7:29 AM
32	Cindy.Adelstein@kingsborough.edu	5/6/2014 7:27 AM
33	acohen@kbcc.cuny.edu	5/6/2014 7:21 AM
34	malinda.boyd@kbcc.cuny.edu	5/6/2014 7:04 AM

35	dgale@kbcc.cuny.edu	5/6/2014 7:03 AM
36	Susan.Dowd@kbcc.cuny.edu	5/6/2014 7:02 AM
37	esergile@kbcc.cuny.edu	5/6/2014 6:58 AM
38	jbarnett@kbcc.cuny.edu	5/6/2014 6:23 AM
39	sfarrell@kbcc.cuny.edu	5/6/2014 6:21 AM
40	mrosson@kbcc.cuny.edu	5/6/2014 6:16 AM
41	cynthia.olvina@kbcc.cuny.edu	5/6/2014 6:11 AM
42	jcohen@kbcc.cuny.edu	5/6/2014 6:10 AM
43	edward.rohrlich@kbcc.cuny.edu	5/6/2014 6:09 AM
44	CBlundell@kbcc.cuny.edu	5/6/2014 5:58 AM
45	enrika.kohavi@kbcc.cuny.edu	5/6/2014 5:54 AM
46	michael.chan@kbcc.cuny.edu	5/6/2014 5:46 AM
47	mminielli@kingsborough.edu	5/6/2014 5:44 AM
48	navneet.parmar@kbcc.cuny.edu	5/6/2014 5:42 AM