

# **Student Affairs Technology Program Review**



**WEBER STATE**  
**UNIVERSITY**

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Student Affairs

**Spring 2015**

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## **Weber State University Mission Statement**

Weber State University provides associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. Encouraging freedom of expression and valuing diversity, the university provides excellent educational experiences for students through extensive personal contact among faculty, staff and students in and out of the classroom. Through academic programs, research, artistic expression, public service and community-based learning, the university serves as an educational, cultural and economic leader for the region.

## **Student Affairs Mission Statement**

The Division of Student Affairs promotes student learning, well-being and success through comprehensive services and programs provided in an inclusive environment. Student Affairs serves the needs of a diverse student population by offering educational experiences, leadership opportunities, and academic support which advances the social, intellectual, cultural, and civic development of students.

## **Student Affairs Technology Mission & Goals**

Student Affairs Technology (SAT) is responsible for supporting all technology used in the Student Affairs Division. SAT staff research, design, and/or implement technology for all Student Affairs' departmental needs.

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# 1. Unit Mission & Goals

## **Student Affairs Technology Department History**

Technology use in the Student Affairs Division has evolved quickly over the course of 20 years. The Division started by providing simple learning centers that offered limited technology access to students for tutoring needs in the early 1990s. In late 2001, the Academic Support Services component of the Information Technology Division restructured. With this restructure, the nine open student computer labs supported by IT were transferred to the Student Affairs Learning Support Centers department. The support responsibilities for these new labs were given to the Coordinator of the Learning Support Computer Lab, the one lab that was previously in place in the Student Affairs Division. With this move, other technology support needs for the Division slowly moved to report to the Learning Support Computer Lab Coordinator. In 2006 the department of Student Affairs Technology was officially created with the division's technology needs falling under its support structure.

Student Affairs Technology has five main units providing service to the Division of Student Affairs. Each unit has a specific mission, but due to the nature and limits of our departmental resources, we have overlapping responsibilities. Our goal is to provide technology support and services to the Division, be a liaison to the Information Technology Division and University Communications, and support student education through technology services and programs. Student Affairs Technology supports WSU's three core themes of access, learning and community by providing the tools and learning spaces for academic research, support for Division technology that provide student services and outreach to the community with our public service programs.

## **Student Computer Labs**

*The Student Computer Labs and support staff strive to provide the latest in technology for students in a collaborative, stable learning environment while enhancing the work experience of student staff through professional development.*

The open labs provide students access to technologies needed to succeed in their academic endeavors. These services are free to all students and include: managed printing, trained on-site student lab technicians, and a full catalog of campus standard software. The computer labs support students in achieving their personal goals of education and the University's three core themes by providing the environment and tools for their success.

While the student computer labs focus on student learning outcomes, each of the following units offer dedicated support for all Student Affairs departments. These units provide the technology services needed for individual department pursuits of overarching Division goals and outcomes

and WSU's mission and core themes on education success. These areas provide immediate support and are proactive in researching new technologies for future needs of the division.

### **Desktop Support - Student Technology Assistants (STAs)**

*The Student Technology Assistants provide first level technical support to the Student Affairs division staff.*

STAs provide first line technical support for the Division and are a primary liaison with the campus IT help desk to ensure that staff are able to receive timely help with technical issues.

- Provide prompt support for technical issues within 24 hours of initial call
- Escalate difficult technical issues to SAT professional staff for resolution
- Install, configure and troubleshoot technologies in departmental offices
- Educate Division staff on proper use of equipment

### **Testing Center Support**

*Testing Center Support provides timely technology support to the Student Affairs Testing staff and centers.*

Testing Center Support is an integral component of the SAT department. This unit helps to maintain a partnership with the Testing Centers and allows for new and improved technologies to be deployed and maintained. Testing center support responsibilities include: immediate support for all Student Affairs testing centers, desktop support for testing staff, and collaboration with other divisional services to ensure compatibility and integration with WSU Online, Information Systems and Technology testing and other testing needs.

### **Student Affairs Systems - Enterprise Business Solutions**

*Student Affairs Systems collaborate to meet the technology needs of the Division by providing necessary infrastructure, data management, development, education, and support.*

Student Affairs Systems staff provide unique services to many departments within Student Affairs that require specialized equipment, application development, enterprise solutions management and administrative support. Examples include: server management, database management and creation, data warehousing and support, information systems security, and technology education.

## **Web Support and Development**

*Student Affairs Technology Web Support meets the web technology needs of the division by providing website services that allow departments to communicate beneficial services and opportunities for students, promote upcoming events, allow for the completion of tasks online, and connect with students through the creation of online communities.*

Web Support promotes education of all digital mediums to ensure online communication is accessible to all students, the division is represented well online, and staff feels comfortable using media that our students use.

## **2. Core Programs and Services**

Student Affairs Technology provides five unique services to Student Affairs and WSU. These services allow SAT and other Student Affairs departments to achieve their individual missions and goals supporting the overarching core theme of the university.

### **1. Student Computer Labs**

The Student Computer Labs provide a wide range of services to students, faculty, and staff on campus. The primary function of the labs is to provide free access to technology to all WSU registered students in various locations with hours that will accommodate the largest majority of students possible. The student labs are funded primarily through student fees. WSU's Policies and Procedures Manual, section 2-12, directly address the purpose of the open labs. Services and programs beyond the PPM are managed on a need basis and handled by the Computer Lab Coordinator Committee. This committee is comprised of the Academic Support Center and Program administrators that include coordinators from testing centers and learning centers that have labs located in their area. During monthly meetings, this group makes decisions concerning lab policies, student hours, and other outstanding issues.

The Student Computer Labs are committed to supporting the University's core themes of access, learning and community. In addition to providing technology services to students, the Computer Labs provides opportunities that enhance the educational experience of student-employees through professional development, access to scholarships and opportunities for actively engaging as change-makers through community, and through the global engagement programs.

### **Core Programs and Services Provided**

- **Student Computer Labs.**
  - Computer labs are accessible to all WSU students irrespective of major or area of study in nine locations including labs in five academic buildings and four common buildings that provide students access to technology in an open and inclusive learning environment. Each lab has an on-site student employee who provides students with customer service and support in the lab facility. Lab software and hardware are maintained and supported by the computer lab support staff, which includes a professional computer technician and two student technicians. There are 408 computers located on all three WSU campuses.
  
- **Laptop Checkout Program.**
  - The computer labs administer a laptop checkout program that provides students access to free laptop checkout for a period of four-hours. There are 35 laptops available for checkout distributed from eight lab locations.



- **Printing Services**

- The labs provide students with equitable and managed printing services through the Pharos (Uniprint) printing system. Each student is allotted \$4.50 of free prints per year on their Wildcat card. After these funds are exhausted, students can print at a cost of \$0.10 per page (or \$.05 per side). Color printing is available in the Shepherd Union, Science Learning Center, D3 and Davis Information Commons for \$0.20 per single sided page. Mobileprint is an added component to the Uniprint print management system used in the Open Computer Labs, Stewart Library, and other departmental labs. Mobileprint allows users to email documents and images to a Uniprint print queue and then release them at a Secure Release Station or from the web to a Uniprint printer. All Open Lab printers are enabled for Mobileprint. The Web Release feature of Mobileprint allows for the setup of stand-alone printers as print kiosks. Users are able to control the entire process of printing to these stations from their personal devices. Print kiosk stations are currently located in the Shepherd Union Information Desk and Bell Tower Lounge.
- The Open-Student Computer Labs also support the print management systems in other departmental labs outside of the Student Affairs Division, such as the Stewart Library, Education department and the Visual Arts Lab. These labs purchase their own equipment, paper, toner, and uniprint license, and we provide the service and administration of the printing software. This is a free service to them. This allows students to have the same system across campus.

- **Lab aide scholarship.**

- In 2011 the student lab employees established the Open-Computer Lab scholarship. This scholarship is available to current lab employees regardless of major or residential status. The scholarship is managed by the coordinator and funded by student employees through fundraising events and sale of screen space. The scholarship is awarded to a lab employee based on their job performance, involvement with lab activities and level of community engagement. The awarding committee consists of members from Student Affairs Technology, Campus Bookstore and Center for Community Engaged Learning.

- **Community Engagement.**

- Student Affairs Technology embraces the university core theme of community through community engagement and learning opportunities for student staff. Staff and student employees are engaged extensively with regional, national, and the international community organizations. Partners include Ogden's United Way, American Red Cross and Somporn Foundation in Thailand. The student labs also collaborate with the Student Affairs' Center for Community Engaged Learning to

offer service opportunities to lab aides seeking advancement to the Level II lab aide positions.

### **Core Changes in Computer Lab Program and Services**

The program and services in the student computer labs have evolved over the past five years. These changes involve the management and support of equipment, which includes a change in the computer rotation from three to four years and integration of newer technologies such as utilization of Apple multi-boot computers with active directory. The labs have improved methods of imaging and updating computers by utilizing the latest in desktop imaging and control software (e.g. Deploy Studio, Apple Remote Desktop, Windows Deployment Services/ Microsoft Deployment Toolkit, and SCCM). The labs have also designed and implemented physical learning spaces by providing students with additional desk space by updating existing room furniture when funding can be acquired through university capital requests. When new space is acquired, such as Davis Building 3 or the new Tracy Hall Science Center, we try to design the space to allow for flexibility and easy access to technology with a focus of growth and adaptability to new trends. Certain labs provide students a choice to use iMacs loaded with the Mac OS and Windows OS. This set up meets some of the requested services of providing alternative operating systems.

### **2. Desktop Support: Student Technology Assistants**

Student Technology Assistant support was implemented in 2006 and includes desktop, mobile, audio/visual, software, and networking support. This service was developed to meet the needs of the Division by providing first level, primary technology support by technicians familiar with the role and needs of Student Affairs. This service was designed in collaboration with the existing IT Service Desk in order to relieve them of many of the requirements that different departments within Student Affairs were demanding.

### **Core Programs and Services Provided**

- **First level technical support for the Division.** Student Technology Assistants provide support for the technology needs of the Student Affairs Division. The STAs also manage the escalation of issues to the appropriate services within Student Affairs Technology or other Information Technology support departments or the Information Technology Division support personnel. The STAs are trained with the capability to image a variety of machines, migrate data, upgrade machines, and troubleshoot a variety of technology issues.
- **Division inventory services.** The STAs are responsible for maintaining and updating the inventory of all department desktops. University equipment is entered in the PCLifecycle database managed by the IT Division and each department must have all inventory listed. Currently this process is done by hands-on entry, but with the University's change to

Active Directory and System Center Configuration Manager (SCCM), this management will become less time consuming.

### **Core Changes in Programs and Services**

The need for support staff has increased but the budget for wages has not grown proportionally. With creative planning and taking advantage of 50/50 work program offered by the University, we have been able to add two student positions including a position at Davis and a position to assist with audit compliance. Davis campus has grown over the last five years and the need for an onsite STA was necessary. Having an on site Davis STA has decreased support time, removed the need for student staff to travel to another site, and had decreased the overall risk management level with decreased travel. Another staff was hired for inventory tracking and audit compliance that allowed us to fill the need required by the Internal Audit Office.

Remodeling the Student Service Center (SSC) for SAT office space has also enabled the STAs to relocate to the SSC building and they now have direct access to the SAT professional staff for support and direction. Service improvements by the University, which include moving to Active Directory, SCCM, Google Apps for Education, Windows Deployment Services and Box cloud services has provided learning opportunities for the STAs. Arranging more live phone support rather than having customers leave messages has increased satisfaction and response time. WSU's implementation of ServiceNow for tracking service calls has drastically improved the STA response time. We have better collaboration with central IT by having our service calls routed from central support x7777 to our STAs x8628 for Student Affairs staff using ServiceNow, which lessens conflicts in overlapping support.

### **3. Testing Center Support**

The Testing Support Specialist's primary responsibility is to provide immediate support for the Academic Support Centers and Programs (ASCP) Testing Centers. The immediacy of the support for the Testing Centers requires a full time staff member as opposed to the hourly support the division receives. With this position, we are able to provide the immediate support for any testing center problems in the case that an individual taking a test experiences an issue. This allows for minimal interruption for test takers.

### **Core Programs and Services Provided**

- **Testing center workstation/desktop support.** Technical support is provided for academic and non-academic testing (e.g. military testing and other community based tests) for WSU, other universities, and the community at large. This includes all staff computers administering the tests as well as the testing center lab machines.
- **Administrative system support.** Provide administrative support for the testing tools used by the testing centers. Administrative support of the following testing tools,

services, and servers: ChiTester , Accuplacer, Compass, CLEP, Miller Analogy Test, PaperChi paper testing management, Kryterion, Pearson VUE.

### **Core Changes in Programs and Services**

Xen Client Enterprise was implemented at the new Davis Testing Center and has since been installed at all testing locations. Xen Client is a Citrix solution that run a Windows OS virtual machine at the desktop. All updates and changes to the VM are handled via a syncing mechanism with the XenClient Synchronizer server and removing the need to sit at each station to do an update. XenClient provides efficient and effective image management and changes can be made to a Master VM image and pushed out to the Testing Center clients allowing minimal downtime and interruption of service.

Many testing services that once were either stand-alone computer systems requiring server administration or actual paper testing such as Pearson, GED and Prometrics have now moved to online services. This has changed the approach for technology support for these products.

Davis Campus Testing has relocated to the new D3 building and has increased its computers from 24 to 73 (plus 35 potential overflow machines) and Student Services has added 30 new machines. The Student Union opened a testing center in 2010 to replace Lampros Hall adding 42 new stations. There are now a total of 203 testing computers located at the Davis and Ogden campuses and WSU West Center.

### **4. Student Affairs Systems (SAS)**

Student Affairs Systems underpins the university and divisional goals by supporting departmental technology needs. SAS provides the infrastructure, development, support, and training for the Student Affairs Division in a myriad of services. They also provide any student downloads needed for third party software within the Division of Student Affairs. Services provided focus around department specific needs for servers, programming web/mobile applications, security, data management and reporting, purchased solution management, and divisional technology training.

#### **Core Services Provided**

- **Software Support:** SAS designs and develops internal software through Student Affairs Applications. As more and more third party systems are available, we are more often providing support for these software systems as opposed to developing new ones. SAT databases store information for applications that include goal/initiative tracking and reporting, registration of clubs and organizations, Nontraditional childcare registration, Outdoor Programs equipment and transactions (which is now being managed through a third party software), Blackboard and ID card system management, CatConnections,

Computer Lab surplus acquisition information, WeberSync, Employee Recognition program (i.e., Builders of Excellence), and lab usage statistical records.

- **Hardware Support:** SAS partners with university IT to provide firewall, network, hardware, and software access to Student Affairs departments and staff. Depending on need, they help to facilitate private networks, virtual private networks, servers, and specialized equipment and software for departments.
- **Server and Desktop Virtualization:** SAS provides infrastructure to host servers, desktops, and application services in a virtual server environment. Server and desktop delivery is tailored to departmental business needs and is designed to deliver the best cost, performance and security. The virtual environment is based on the Citrix XenServer and XenDesktop architecture.
- **Mobile Initiatives:** SAS provides support, development, and guidance for mobile applications, purchased mobile solutions, platforms, and devices. SAS develops and maintains apps for both iOS and Android. SAS collaborates with IT division to find university wide mobile solutions.
- **Educating, advising, and supporting systems users:** SAS provides system designs, price quotes, and implements a myriad of support applications for departments in the division. SAS continually trains staff on using system programs and supports users in order to promote efficiency and effectiveness of their programs. This includes unique systems demanded by specialized departments including:
  - Counseling & Psychological Services Center
  - Student Health Center
  - Services for Students with Disabilities
  - Wildcard Office
  - Dining Services
  - Campus Rec/Outdoor Programs

### **Core Changes in SAS Programs and Services**

Since acquiring the Web Design Supervisor for Student Affairs, website support services has moved to that area. The Student Affairs Technology server rack, servers, and Network Attached Storage have been moved from the Student Services Center to the campus data center.

### **5. Web Services**

The web team provides website services and related digital media technical support for Student Affairs departments in partnership with achieving WSU and Student Affairs core values and learning outcomes. Websites are essential in educating students of services and involvement opportunities available to them while promoting interaction and community online. The purpose of the web group is to ensure that departments and cross-department services such as tutoring and mentoring have quality websites with clean design, up-to-date information that is easy to

navigate, content that is interactive and purposeful to the target audience while being accessible to all users, and responsive content to coincide with the new responsive templates.

### **Core Services Provided**

- **Website Maintenance, Redesigns, New Websites**
  - Creating new websites that follow best practices with web standards, Section 508 Standards for accessibility, usability, and search engine optimization.
  - Redesigning existing websites that need an updated look, more user-focused content, usable layout, and Section 508 updates.
  - Researching key phrases and optimizing websites for optimal search results especially for websites that are dependent on search queries for prime department use and monetary income such as the Outdoor Program Rental Center.
  - Maintaining websites for departments upon request from department and nudging for updates from the web supervisor.
- **Review of Department Websites**
  - The web team tracks all digital media created by Student Affairs departments to ensure we know what communication is representing the division and work with departments to maintain or remove un-maintained media (Appendix A).
  - The web team reviews analytical data from Google Analytics to tweak websites as needed and share findings with departments.
  - The web team reviews websites and other department digital media through the yearly *Golden Mouse* award technology review and will be working with program review staff to include website reviews following the report-card standards created by the web support team (Appendix B).
- **Best Practice Guideline and Procedure Creation and Documentation**
  - Web support creates guidelines and procedures to ensure websites are accessible, user-friendly and optimized for search (Appendix C). Guidelines not only maintain best practices online, but also help educate staff on what they should be doing with their digital media and allow for smooth turnover and control of department online media (Appendix D).
  - All guidelines and procedures can be found on the Student Affairs Technology website [weber.edu/sat](http://weber.edu/sat) and are frequently printed and handed out at various training events sponsored by Student Affairs Technology.
- **Training Division Staff**
  - Training staff to maintain their own websites in Site Manager following the web standards created for Student Affairs websites (Appendix E) and the branding standards from WSU Marketing & Communications.
  - Presenting helpful digital media information at division meetings.
  - Working with other Student Affairs Technology members to create technology training events for the division. The web team provides digital presentation

creation, marketing and communication with the division, and online RSVP and staff attendance tracking.

- TechTrivia: SAT run Facebook page [facebook.com/WSUSAT](https://www.facebook.com/WSUSAT) that posts technology knowledge in six areas to inform staff of new technologies and best practices. A random “like” is chosen once a month to play TechTrivia Jeopardy and win prizes.

### **Core Changes in Programs and Services**

- **Site Manager**

Changes to Site Manager over the last two years have changed the way coding can be done and the template switch in September 2014 changed not only code, but how content should be added to properly re-size with the new responsive design. Any content additions now have to be more thoroughly thought out and not only checked in multiple browsers, but multiple devices and screen sizes. The template switch caused many issues with all of our websites that required formatting fixes, updated apps, and graphic re-design.

- **Website Updates**

Instead of depending on departments to maintain websites themselves in Site Manager, the web team takes on the majority of website maintenance. There are one or two contacts in every department to provide the web development supervisor with update needs and the team then makes the actual updates. This not only alleviates added stress and time demands for departments, but also eliminates accidental mistakes that can be detrimental to a website. Having knowledgeable users add content ensures that Student Affairs websites remain accessible and usable while maintaining good SEO practices. The web supervisor often prods departments for updates as well, which has made Student Affairs websites more up-to-date than they have been in the past.

- **Training Departments to use Site Manager**

All requests for access to Site Manager now come through the web supervisor. While we promote allowing the web team to maintain websites, it is not feasible for some departments with knowledgeable staff and high update demand. The web supervisor trains staff to use Site Manager. It was switched from a student employee duty to the supervisor so the supervisor could build relationships with new employees using Site Manager and discuss bigger picture goals and how those intertwine with what other departments are doing.

- **Graphic Designer Position**

A new Graphic Designer staff position has been created and will be hired in 2015. This person will be responsible for all digital and print media for the division.

- **Student Position**

The student web position has developed into a support role taking on daily updates via work orders from the web supervisor so the web supervisor can focus on larger projects.

### **Marketing of Student Affairs Technology Programs and Services**

Student Affairs Technology publicizes its computer lab and STA services through print, web, and social media services. All material and content is updated periodically throughout the semester on a weekly, monthly, and semester basis. Reminders of services provided for the Division are provided in meetings and through email. Live usage for student computer labs is available on the web and the Open Computer Lab app for Android and iOS devices. The web team creates digital graphics in various sizes for different communication areas on campus to support department marketing efforts and online communication. Graphics are added to the WSU master calendar and event info to the announcements. We continue to advertise our services through the SAT website, TechTrivia posts, attending department meetings, and presenting at division meetings. SAT web services work closely with Marketing and Communications to ensure cohesive brand and messaging.

### **Student Affairs Technology Outreach, Campus Relations and Collaborations**

Student Affairs Technology works with many departments across campus. Our web area works with University Marketing and Communications on all media, branding and messaging. Members of the SAT Department sit with other campus technology areas as part of the Campus Technology Coordinators (CTC) meeting, which provides a forum for all technology support staff on campus to meet and discuss technology and share resources. This group meets monthly, and two SAT members sit on the board of this group to provide leadership, plan goals and create the agenda to disseminate information to the CTC general members.

The Director represents the division on many technology related university committees including Student Portfolio Committee, Academic Classroom Technology, and Web Management Committee and chairs the Mobile Committee. All areas within SAT work closely with all departments across the Student Affairs Division for technology support and training and with the Information Technology Division for collaboration and to ensure compliance to university technology goals.

The Open-Computer Labs works closely Facilities Management, the Bookstore, Academic Affairs, Student Affairs Systems, and the development office. The computer labs have 3 classrooms available for academic use and can be scheduled by faculty or staff for lecturing. Externally, SAT works closely with software and hardware vendors.

SAT staff is encouraged to attend community volunteer events provided by the Center for Community Engaged Learning and we have a goal to incorporate at least one department volunteer outing per year. SAT student workers are required to perform community outreach and service as part of our professional development goal.



### **Anticipated Changes within Student Affairs Technology Programs and Services**

In periodic review of student lab usages and the usage of technology by students, researching trends and exploring alternate ways to deliver our services, we plan on implementing three strategies/initiatives.

- Plan the implementation of blended learning environments in the lab that facilitate the use of various technologies, BYOD and group learning.
- Providing technology services outside the physical lab environment to include mobile print services and kiosks.
- Establish a standard computing experience for students using departmental labs within Student Affairs, and provide and support technology services that enhance departments' core services and mission.

To help support university, division and departmental themes and initiatives, *Student Affairs Systems* is planning on implementing means to disseminate server systems information, strive for more virtualization, reexamine backup and recovery, expand student learning for student programmers,

*Web services* will be taking on a larger marketing and communication role including gathering content and writing copy, print graphic design, social media strategy, HTML email creation and list maintenance, and other digital media communications. This will allow us to better support department student-centered and inclusion core values by more effectively and cohesively promoting online community, services, involvement opportunities, and benefits, while maintaining WSU brand standards.

*Divisional desktop, lab, and testing support* will be merged into one functional area to better streamline the support for our services and allow for better use of staff. This will enable us to standardize our support model, explore new support services across all areas concurrently and stabilize training.

### 3. Leadership & Staffing

There are seven full-time staff and 55 student employees in the Student Affairs Technology Department. SAT schedules monthly department meetings and individual one-on-one meetings to disseminate information and to report on assignments. Decisions are generally discussed with the entire staff, and feedback is encouraged. If crucial issues are to be handled, the director will make the final decision on how to handle assignments. This is after a discussion has been held by all involved and key people understand the details of an assignment. The department relies on instant messaging for immediate communication and email/phone. Ad-hoc meetings are also scheduled on a need-to basis.

#### **Professional/Exempt Staff**

SAT has had limited need to perform professional staff recruitment and searches as most of our staff have been at WSU for many years. During such time when we need to perform a candidate search, SAT have found that the technology industry is very volatile. Depending on the economy, we will have a candidate pool size adjusted by that measure. So far, SAT have been very successful in professional staff recruitment by using the standard statewide newspaper advertising through Human Resources and the WSU job website.

Some staff positions listed will be modified or terminated during the reorganization of Student Affairs Technology in 2015.

- ***Director, Student Affairs Technology***

Responsible for managing department and providing leadership and program development for SAT. Meets with other units inside Student Affairs to collaborate and plan technology needs. Meets with areas outside Student Affairs to ensure that compliance standards are met and collaborations with external entities continued. Member of Student Portfolio Committee, Academic Classroom Technology and the Web Management Committee and is chair of the Mobile Committee. The Director is the primary contact for collaborations with WSU IT management and Vice President.

*Qualifications:*

- Bachelor's degree in technology field or equivalent
- 6-10 years IT management experience

- ***Systems Analyst***

Liaison with other departments in meeting technology needs. Provides server, database and application support to departments. Provides department specific support.

This position is being terminated during the SAT reorganization process and the budget saved will provide funding for the new Lab Supervisor position.

*Qualifications:*

- Bachelor's degree in CS, IT or equivalent
- 1-5 years IT industry experience

▪ ***Systems Engineer***

Maintains divisional computer software and hardware operating environments. The Systems Engineer is responsible for application development & maintenance, database management, intranet infrastructure, network security, hardware & software evaluation, client training, and University IT collaboration.

This position is being expanded and the title changed to Systems Architect and will manage the Enterprise Business department and has incorporate the duties of the System Analyst position at the conclusion of the SAT reorganization.

*Qualifications:*

- Bachelor's degree in CS, IT or equivalent
- 3-5 years IT industry experience

▪ ***Testing Support Specialist***

Provides technology support to seven WSU testing centers. Support, troubleshoot, develop and maintain computerized testing system software and hardware. Research, design and implement technology to meet testing center needs. Train testing center staff on system upgrades and changes as needed.

This position is being terminated during the SAT reorganization due to support reevaluation and needs assessment. The new Desktop Support department will now support the Testing Centers.

*Qualifications:*

- Bachelor's degree in CS, IT or equivalent
- 1-5 years IT industry experience

▪ ***Computer Lab Coordinator***

Provides leadership and program planning for the student computer labs. The position requires working in close coordination with other IT departments. Support, troubleshoot, develop and maintain computer systems for student use in computer labs. Research, design and implement technology to meet current lab needs and trends. Provide training and professional growth for student employees.

This position is being modified and expanded during the SAT reorganization and is becoming the Academic Technologies Coordinator.

*Qualifications:*

- Bachelor's degree in CS, IT or equivalent
- 3-7 years IT industry experience

▪ ***Lab Technician***

Primary responsibility is to provide desktop hardware and software support to all open student computer labs and departments. This includes setup and configuration of new computers, and diagnosing and resolving hardware issues. The position requires working in close coordination with IT departments on campus. On a semester or yearly basis, the job entails some amount of physical labor in setting up computers, running cables and moving computers.

This position is being terminated and elevated to the Manager, Desktop Support and will expand the role for support of all division technology including office, lab and testing.

*Qualifications:*

- Bachelor's degree in CS, IT or equivalent
- 2-5 years IT industry experience

▪ ***Web Development Supervisor***

The primary purpose of the Web Developer position is to support the development and maintenance of all Division of Student Affairs' websites and portals. This includes the central home pages as well as departmental websites. The Web Developer will interface with all areas of Student Affairs and work closely with designated liaisons within departments/units assigned for web updates and provide assistance and training.

This position's title will change to Supervisor, Web Development & Digital Media

*Qualifications:*

- Bachelor's degree in related field
- 3-5 years in IT industry experience

**Training and Professional Development**

Newly hired full-time staff are oriented to the campus by the Human Resources. This orientation serves the purpose of providing new staff an overview of various campus offices and their functions. The two-day orientation includes tours of the Ogden, Davis, and Roy campuses and department sessions that highlight the role of various Student Affairs programs and services. Existing staff have the opportunity to attend professional trainings held by the Office of Workplace Learning. These trainings are held throughout the semester and provide resources and skills in meeting the goals of the division. The Division also provides a four day "Student Affairs Academy" each May to provide insight into becoming a better Student Affairs professional. As a department, we attend at least one community volunteer event per year.

**Evaluation**

Professional Staff are evaluated every 12 months using the University's Performance Review and Enrichment Program (PREP) that enables communication on job performance between the director and staff in an open and formal manner. This process is standard for all evaluations given at the University.

The PREP process allows for the supervisor and supervisee to collectively set goals. Timelines will be set for the goals and agreed upon by both parties during the review process. These goals and timelines are then approved by the Executive Director of Academic Support Centers and Programs (ASCP), the overseeing management of the SAT department.

### **Departmental Rewards and Recognition**

The Student Affairs Division accepts nominations biannually for division-level awards. SAT will nominate members of the department as appropriate. Within our department, we also take advantage of the “Builders of Excellence” Division program that allows staff members to recognize and offer kind feedback to another when something was performed and appreciated by another.

### **Organizational changes Fall 2014**

In late 2014, SAT finalized a reorganization process that will better serve the division’s technology support and will put the department closer in line with WSU IT and other industry standard models.

The new position summaries are as follows:

#### **Coordinator, Academic Technologies (Formally Student Computer Lab Coordinator)**

Position will report to the Director of Student Affairs Technology and coordinate the Student Affairs Technology Student Computer labs. Will work closely with the Director for the planning and initiating Student Affairs Technology's yearly and long term goals and initiatives to closely tie together the department with the overall mission of Student Affairs and the University. Ensures quality customer service, technical support and training. Establish standardized policies and procedures at both department and division level. This position will serve in the role of director in director’s absence.

#### **Systems Architect (Formally Systems Engineer)**

Position reports to the Director of Student Affairs Technology and will be overall all Enterprise Business Systems, which include all server management, application development (web and mobile), Student Affairs digital services, programming and infrastructure. Will be closely be tied to the University’s Information Technology’s Business Enterprise staff in regards to Information Security, Database, Networking management and planning.

#### **Manager, Technical Support (Formally Computer Lab Technician)**

Position reports to Director of Student Affairs Technology and will manage the Student Affairs technical support team. Will be responsible for all planning and implementation of support services for all technology needs and requirements for the Division of Student Affairs, which include but not limited to network identification, desktop support, software delivery, hardware

purchasing and setup and audit compliance. Position will manage hardware, networking and software support for open and departmental labs, testing centers and division technology. Will work closely with WSU IT's Support Operations and Network Communications and ISO office for all compliance and service needs. Will manage Student Technology Assistants (STAs) and computer lab technician student employees. Position will provide technical training and support services for the division for existing and new technologies in coordination WSU IT's Academic Technologies Training and Planning department. Will be on call after typical work hours and weekends reflecting service hours of other divisional departments. Also will be required to plan outages for repair and replacement after hours to not disrupt service

**Supervisor, Web Development & Digital Media (Formally Supervisor, Web Development)**

This position will report to the Director of Student Affairs Technology is responsible to support the development and maintenance of all Division of Student Affairs' web sites and portals. This includes the central home pages as well as departmental web sites. The Web Developer will interface with all areas of Student Affairs and work closely with designated liaisons within departments/units assigned for web updates and provide assistance and training. Will provide leadership to SAT Graphic Designer. Plan and enact marketing strategies for the Student Affairs division via print, digital and social media. Will work closely with University Communications.

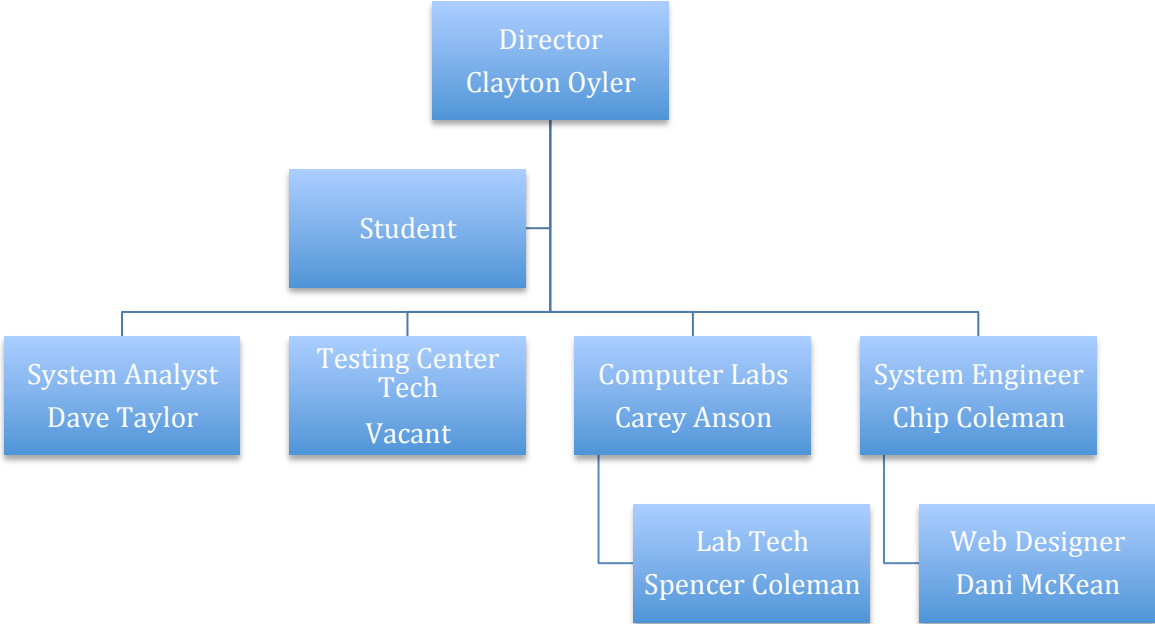
**Graphic Designer (New Position)**

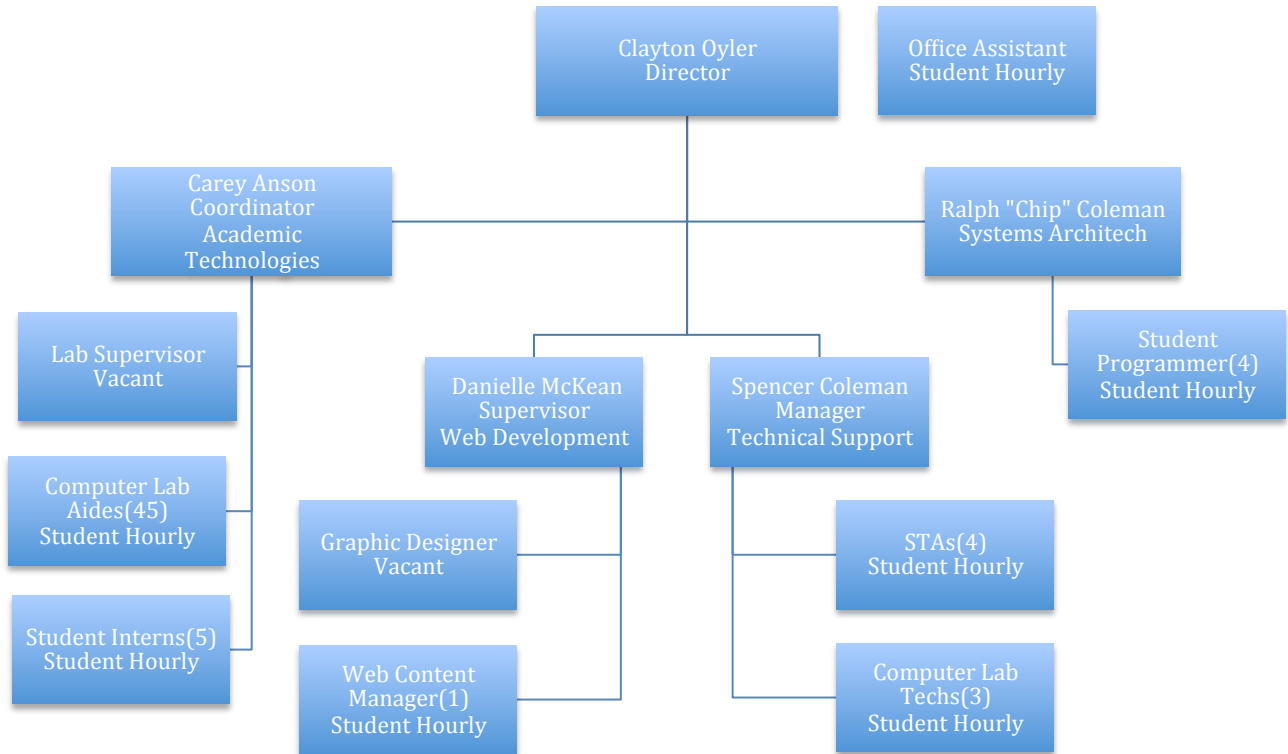
This position would report to the Supervisor, Web Development and will be in charge of all digital graphic creation (print and digital) for the Student Affairs Division. They will offer training and a leadership role to staff Student Affairs departments may hire to provide their own graphic designs. They will work closely with University Communications to ensure WSU standards are met.

**Lab Supervisor (New Position)**

The Lab Supervisor is responsible for providing administrative support to the Student Affairs Technology Student Computer Labs and reports to the Academic Technologies Coordinator. Responsibilities would include scheduling classrooms and student-employees, plan, organize and coordinate a broad range of activities and projects, process hiring of new student-employees and training. This is a  $\frac{3}{4}$  non-exempt position.

**Previous SAT Organization Chart**







## **Professional Staffing Needs**

After reviewing our organization along with the services we offer the division, we have realized two areas of need that will better our service to the Weber State and Student Affairs and provide professional opportunities for staff.

- **Application Programmer:** Currently the Systems Engineer is the primary programmer and server manager for the division. In order to accommodate current and future service demands and ensure we are able to provide stable services for staff and students, an Application Programmer is needed. This will allow us to separate the duties into software application development, maintenance and support and hardware service and support. We are currently unable to be proactive in service offerings and emergency preparedness due to always needing to be reactive to ongoing issues and fixes of day to day maintenance.
- **Departmental Administrative Support:** Currently we are using student staff to support administrative needs for our department. Since student staff does not have the required access to university systems for budget/finance, time and attendance and other administrative processes, we have to rely on the support staff from our Executive Director's office. Since our department has grown over the years and the complexity of our administrative needs has grown, we feel a non-student staff position will take the need of the time intensive tasks away from the professional staff so they can focus on their immediate duties.

## **Student Staff**

Student Affairs Technology is committed to supporting the university's value of access, community and learning in hiring, professional development and retention of student employees. SAT reinforces the institutional commitment to diversity and multiculturalism by offering educational experiences, leadership opportunities, and academic support to all student employees, which advances the social, intellectual, cultural and civic development of students employees. Student employees are hired based on technical knowledge, customer service experience, academic standing and extracurricular involvement. SAT makes deliberate and committed efforts in hiring a diverse group of students.

As per campus standard, all jobs are posted and processed through the Human Resources office. Jobs are advertised through fliers, posts on the SAT website and social media, along with word of mouth.

- **Open Student Computer Lab Aides**

The primary responsibility of the lab aides is to provide customer service and support to students using the computer labs.

*Responsibilities* include, but are not limited to the following tasks: assist students, perform basic computer operations, provide software and minor hardware

support, maintain a clean and efficient lab environment, assist team leader and supervisor as needed

*Qualifications.* The applicant must have completed NTM 1700 (or equivalent) with a grade of “B” or higher, comprehend written and oral instructions, demonstrate experience working as teams, have good communication and customer service skills, leadership skills and experience are preferred and beneficial for advancement.

Advancement levels for lab aides are noted below.

- Lab Aides - Level I
  - Lab aides have the opportunity to advance to the level I position after working in the labs for a full semester. The level I training entails an understanding of the labs' policies and procedures, resources and referrals, ethics and safety. The training also includes an online training component through Lynda.com.
- Lab Aides - Level II
  - Candidates for the level II aide position must complete three out of five learning projects with mandatory participation in service learning. The categories are customer service, technology, leadership, student involvement and service learning projects (See Appendix N). Participation in level II can begin in the first semester of working in the lab.
- Team Leaders
  - *Responsibilities* of the team leader are: hire and train new workers, schedule lab shifts and resolve scheduling needs or conflicts, enforce lab policies, post and update lab information, ensure cleanliness and working condition of equipment, report technical problems to lab technician, and attend monthly team leader meetings
  - *Qualifications:* (team leaders are chosen by the lab supervisor). The candidate would have worked at least one full semester in the lab, and have demonstrated strong work ethics, have strong communication and customer service skills, have aptitude for leadership role and supervisory skills, and have good managerial skills
- **Student Computer Lab Interns**

In meeting the University's core theme of access and learning, SAT's Internship/ Practicum program, established in 2010, combine practical experience with theory-to-practice opportunities and may entail a cohort-based experience, where a number of interns can gain practical experience and learn from each other as well as other Student Affairs professionals at WSU.

This program was designed to provide final year students of the Department of Network, Technology and Business Multimedia (NTM) practical learning opportunities in their area of study for one semester. Over this period of time, we have provided ten students the opportunities to intern with the labs. Faculty members of NTM recommend interns to our office. The interns are chosen based on their specialized area of study, skills and work schedule availability. The evaluation used for the internship positions can be found in Appendix O.

- **Student Technology Assistants and Student Computer Lab Technicians**

The primary responsibility of the STAs and Lab Techs is to provide customer service and support to division staff.

*Responsibilities* include providing hardware and software support to all Student Affairs Division and student labs. This includes setup and configuration of new computers, installation of office printers, diagnosing and resolving software issues and troubleshooting some common computer problems. On a semester basis, the job entails some amount of physical labor in setting up computers, running cables and moving computers.

*Qualifications:* Must be majoring in Computer Science, Information Systems & Technology or Telecommunications Administration, should be able to install, maintain, troubleshoot and repair various types of computer equipment (PC or MAC desktops, and laptops, scanners and printers), previous knowledge and experience with technical support, excellent customer service skills, hands on experience with. Google Apps, Deep Freeze, AD/Group Policy, Windows Deployment Services/MDT, SCCM

- **Student Applications Programmer**

The primary responsibility of the applications programmer is to provide support for current proprietary software created by Student Affairs Systems.

*Responsibilities:* This part-time student programmer position focuses on Student Affairs Division and Weber State University web application development and maintenance. Other duties may include software and hardware support, networking, database design, and technology focused customer service.

*Qualifications:* Must be a self starter and able to work in a team, knowledge of object oriented programming, advanced knowledge and experience with HTML, CSS, database connections, good customer service skills, ability to document code

- **Student Mobile Applications Programmer**

The primary responsibility of the mobile application programmer is to provide support current and create new mobile applications for the division.

*Responsibilities:* This part-time student programmer position focuses on Student Affairs Division and Weber State University mobile application development and maintenance. Other duties may include software and hardware support, networking, database design, and technology focused customer service.

*Qualifications:* Must be a self starter and able to work in a team, knowledge of object oriented programming focusing on mobile development, usability knowledge, good customer service skills, ability to document code.

- **Student Web Content Manager**

The primary responsibility of the Student Web Content Manager is to provide customer service and support to division web sites.

*Responsibilities* of the web content manager are to assist the web development supervisor with support to Student Affairs staff needing basic website updates. All work will be done in the WSU content management system, which requires basic knowledge of HTML and CSS.

*Qualifications:* Must be self-sufficient in ability to figure out and complete work orders, advanced knowledge and experience with HTML and CSS, basic understanding of Photoshop, knowledgeable in English/grammar, drive to learn about the industry.

- **Student Office Assistant:**

The primary responsibility of the Student Office Assistant is to provide clerical support to Student Affairs Technology.

*Responsibilities:* Individual will perform general clerical, secretarial and office duties. Individual will interact with students and staff in person and over the phone. Duties include and not limited: Manage staff calendars, attend committee and department meetings, file organization, help with transaction accounting and other duties as needed.

*Qualifications:* student with the following skills and abilities: self starter; energetic and outgoing; customer service oriented; ability to organize, prioritize and meet deadlines on varied projects; detail oriented; excellent oral and written communication skills; excellent interpersonal skills; ability to work independently; ability to interface effectively with a diverse clientele. Must be proficient in the use of PC and software applications.

## **Training and Professional Development**

Student Affairs Technology values student professional growth and offers a variety of opportunities for our student staff. We offer training based on positional requirements and have an overall training goal for all students. SAT is committed to providing its student employees opportunities for professional development and trainings related both to their job responsibilities, and areas that compliment their educational experience here at Weber State University. All student employees are required to attend Student Affairs' GetSet Training program that encompasses training in customer service, leadership and diversity. In addition student employees are required to attend an annual lab aide training. During this training, student employees are oriented to the purpose and goals of the department, policy and procedures of the lab and customer service. Training outside of the general training provided to all students within Student Affairs Technology is described below.

- **Student Computer Lab.** New hires are scheduled for a minimum one-week to job shadow the team lead or level II lab aide. Each student team lead also conducts monthly meetings with lab aides or desktop support staff within their specific area. Each semester, student employees also take part in community engagement activities. Over the past couple years, student employees have donated and made approximately 300 blankets for local children's hospitals. They have also raised and donated \$380 for an orphanage in Thailand.
- **Student Lab Technicians and STAs.** New hires are scheduled for a minimum one-month to job shadow the current STA staff and have training provided by central IT on the use of AD and SCCM. The Desktop Support Manager also conducts monthly meetings with the tech support staff to offer training and follow up on outstanding issues.
- **Programmer Training.** The student programmer must complete a training regiment set up by their supervisor. This training will be based on the student's previous experience and knowledge level. Training materials shall include Lynda.com videos and assignments, SAT training materials, books, websites, and application building projects.
- **Web Training.** The student employee has a three month trial period to complete personalized training the web supervisor outlines for student depending on where she sees need for improvement (See Appendix P). Training is done through Lynda.com videos along with added assignments from the supervisor to go along with videos. After the three month trial, employee is awarded with a raise if all training is complete and his/her work aligns with web team needs. After the three-month review, the student and supervisor will meet once a year for a review and the supervisor will continue to assign any training she deems necessary for the student to improve the web team and help develop the student and prepare him/her for graduation. The technical training and professional development of student employees engage the learning core theme by providing skills that enhance academic education and give real-world experience for potential jobs after graduation..

**Evaluation of all SAT student employees**

Student employees are evaluated each semester on their job performance by student staff and supervisors. These evaluations are based on their attendance, participation in activities, communication, helpfulness and approachability.

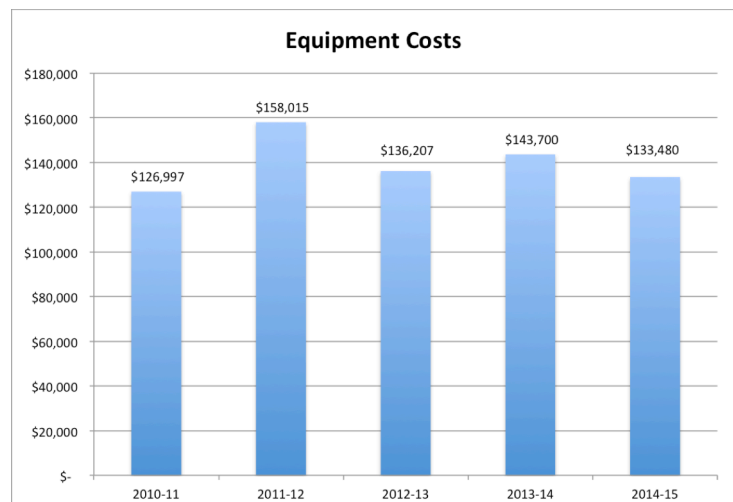
## 4. Financial Resources and Budget

Student Affairs Technology is provided with three budgets to manage services. These budgets include one student fee budget (992701) dedicated to the student labs and two E&G (State Educational & General) budgets (213211 & 214355) providing both student lab financial support and overall departmental support.

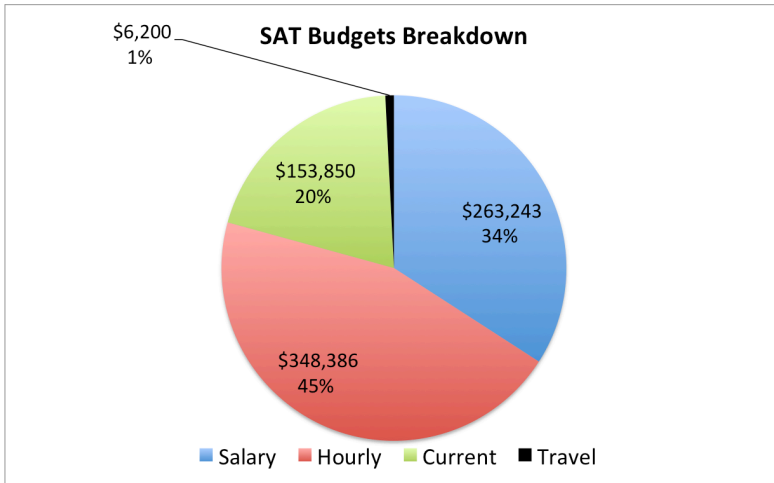


The two E&G budgets are planned yearly and have been increased based on standard cost of living (COLA) raises that are added to the salary lines. Hourly Wages have had slight increases based on requests from Student Affairs central funding opportunities to recoup budget cuts in 2008-09.

The Student Fee budget is reviewed annually and a new request for money is submitted to the student led Student Fee Recommendation Committee each December for the upcoming fiscal year. This account has had funds increased for COLA salary changes and hourly wages. Equipment costs are reevaluated each year based on the



number of computers replaced and the amount can differ year to year as shown to the right. 2014-15 fiscal year shows 79% of the budget funds are for staff salary and student hourly wages and the balance for equipment replacement and software licensing in the computer labs. An operating budget of \$10,000 is used for staff travel and equipment replacement.



In 2013-14, the breakdown per student served (including salary) was \$60.31 and \$3.37 per session. This is based on a \$742,276 total budget with 12,307 students served during 220,016 sessions. Excluding salaries, the cost per student was \$27.54 and cost per session was \$1.54. This cost per student is deceiving, however, as student usage is only calculated for our computer labs. The cost per student is thus inflated as our total budget

also includes budget for desktop support, web services, and server management.

The Student Computer Labs provide \$4.50 in free printing. Printing cost \$.05 per side black & white and \$.20 per side in color. Students can add money to their Wildcard (student ID) to purchase additional printing. In 2013-14 we received revenue of \$16,890 from printing. This money is used to help compensate for the costs of paper and toner for printing beyond the budgeted amount for students' free use.

In 2011-12, the Student Computer Labs' student employees helped create a scholarship fund for their peers. To date they have raised \$10,000 and have awarded 3 scholarships of \$1,500 each.

The majority of the budget is dedicated to salaries, the four-year equipment rotation schedule for the lab, and student wages. The Director manages the budget and funding for staff needs beyond what is budgeted is measured and distributed appropriately based on requests.



## **5. Facilities, Equipment and Technology**

### **Computer Labs**

Our computer labs are located in academic buildings across campus including Davis and Roy/West campus. The variety of locations helps us serve the student body by providing easy access to technology for students.

One challenge in finding new space or retaining current space is that we do not own our locations, which means we are essentially guests in academic buildings. Therefore, open student computer labs exist at the discretion of deans and other administrators. An example is the initial decision to not relocate a popular lab in the old Science building to the new building opening in 2016. This has since been reevaluated and space has now been located a lab that was not included in the original plan. These initial lab removal discussions took place outside our influence, and it would be helpful to be a part of the initial conversations in the future.

### **Equipment and Technology**

The labs have 231 Windows PC, 132 iMacs, 21 PC laptops, 15 Macbooks, 12 B&W printers, five Color printers, two MobilePrint Stations, eight QuickPrint stations and eight scanners. Lab services are located at 10 locations at the Ogden, Davis and West Center campus.

Due to the nature of our department, we use, support and manage technology on a daily basis. Rotation of technology for professional staff is based on a first in/last out schedule; however, sometimes technology is replaced more frequently, if needed. Staff are provided with a variety of technologies such as tablets, new operating systems, and other types of technology so that they can learn about the features and troubleshoot issues in order to offer a greater level of technology support to offer division staff.

Student Affairs Technology's server environment is housed in the WSU Data Center. The data center provides access control, uninterrupted power supplies (UPS) and network connectivity.

Occupancy and etiquette are defined by the Data Center Policy 2010-2.

[http://www.weber.edu/ITDivision/policy\\_pages/data\\_center\\_policy.html](http://www.weber.edu/ITDivision/policy_pages/data_center_policy.html) SAT is responsible for our own rack, hardware and software needs in the data center (See Appendix F). The inventory list aides in determining hardware update needs and future purchases.

### **Computer Labs**

The SAT department rotates an average of 105 computers each year in the student labs. The purchasing schedule is based on a four year rotation plan for each individual lab. The computers are configured based on the technology available and the needs of the students and faculty. All of the computers we rotate from the open labs are put back into service on campus through formal

request process and in cooperation with the Academic Resource and Computing Committee as stated in PPM2-12.

**Rotation Scheduled**

	<b>Number Purchased</b>	<b>Total for Year</b>
<b>Year 2013-14</b>		102
Natural Science	35	
Davis Learning Center	67	
<b>Year 2014-15</b>		100
Dumke College of Health Professions	20	
Roy Center	6	
Wattis Business	38	
Checkout Laptops	32	
Davis D3 Lounge	4	
<b>Year 2015-16</b>		112
Social and Behavioral Sciences	80	
University Village	20	
Student Involvement and Leadership	12	
<b>Year 2016-17</b>		95
Shepherd Union	61	
Elizabeth Hall	34	
<b>Total Lab Computers</b>		<b>409</b>

**Facilities**

Previously, professional staff within Student Affairs Technology were located in different areas of campus. In 2011, we remodeled the suite in the Student Services Building where two staff were already located and consolidated our area into one central location. The remodel allowed three staff members and their student employees to be located in a suite with the Director and the Student Technology Assistants located in an adjacent area. This has allowed better communication and coordination of projects among staff and student employees. However, adding additional new staff will be a challenge because we have just enough space for current staff. This will require a possible decentralization of staff once again to accommodate the new employees, or we could adjust the location of other staff in the suite to accommodate the growth.

**Projected Needs in Regard to Facilities, Equipment, and Technology**

Some of Student Affairs System server hardware is aging and needs to be replaced to support customer needs and meet industry standards. One of the most critical areas is our Xserve Raid mass storage devices, our Network Attached Storage drives, which are our primary hard drives for our databases for the Division. We currently have two of these, one to house the Student Affairs Oracle database and the other to back that up. These devices have reached end of life, as their warranties have expired, and they are over seven years old. A new storage solution is being investigated since Apple no longer offers a mass storage solution.

We also have four Dell Poweredge 860 servers and 1 Poweredge 2970 server that need to be migrated to newer hardware and sun-setted. Previously, SAT would purchase servers with yearly carry forward of budget surplus funds, but with budget adjustments and lack of new money being allocated, we are currently unable to afford new hardware for replacement of critical division services. We will need to discuss with division leadership where to request additional funds for server needs.

## 6. Ethical and Legal Responsibilities

Student Affairs Technology understands the value of accurate information that is readily available to parties that require it. SAT ensures that measures are in place to protect the security, integrity and reliability of data, both digitally and physically. These measures include the housing of servers in a secure area, as well as creating databases, firewalls and password policies that protect against accidental or unauthorized access of student/staff directory information, educational records, and personally identifiable information as per federal (FERPA, HIPAA, GRAMA, PCI-DSS, or the Data Protection Act) and state laws discussed in section 10 of the WSU PPM - Information Technology and Security.

SAT also recognizes that websites can be valuable support tools for Division and University initiatives and encourages staff to utilize this technology. Websites should be designed to convey constituency appropriate information for each service and program while adhering to WSU and Student Affairs template and graphic standards. Student Affairs standards ensure website content remains Section 508 accessible while following best practices for usability and search engine optimization.

Due to the sensitive nature of content in the testing centers, Testing Support must abide by FERPA regulations as well as testing regulations regarding the confidentiality of tests that they may encounter in the course of their work. Testing data must be kept confidential in order to protect students, faculty and staff as well as the University. Testing Support must protect the confidentiality and rights of privacy of examinees and staff as well as adhere to program requirements of testing companies in administration of specific tests.

The Computer Labs have distinct guidelines identified in the WSU Policies and Procedures section [10-1 \(Information Security Policy\)](#) and [10-2 \(Acceptable Use Policy\)](#) that dictate how computer systems are protected and used on campus. In addition, the labs collaborate closely with IT to ensure software licensing is up-to-date and correct for all the areas supported.

The Director represents Student Affairs as the Data Security Steward led by the Information Technology Division and the Information Security Office. Data Security Stewards are responsible for ensuring that appropriate business processes are in place to protect data and to prevent unauthorized access or use in their respective areas. They are also responsible for managing and protecting data as both a university resource and asset.

Professional staff are required to attend the WSU Office of Workplace Learning's ethics training to establish and reinforce the need for awareness in this important area to ensure the all those associated are protected.

## **7. Assessment and Evaluation**

SAT follows the 6-Column Model of Assessment, our annual planning model, as laid out by the Student Affairs Division and defined as:

1. Unit Goals
2. Means to Achieving Goal
3. Student Learning Outcome
4. Methods of Assessment
5. Results of Assessment
6. Use of Results.

To see prior 6-column models, see Appendix Q. Being our outreach to the student population, the Student Computer Labs are the main focus upon which educational goals and learning outcomes are sighted. The remainder of our department strives for more of a program goal approach, which fits into our service-related mission.

Goals and initiatives are determined on current trends often reflected in industry standards as well as student surveys. These also continue the support of the overarching goals the Division and University initiatives. Goals are discussed, planned, and activated during department meetings. During the course of the year, goals are revisited and discussed to ensure that programs are on track for achieving the end results. We have been very successful with identifying achievable goals and have enhanced our services accordingly. Some successful examples would be the redesign of the Student Affairs intranet (SAWEB) for staff applications, standardized web design for the division pages and overhaul of the main SA home page. Installing the Xen Desktop client service for the Testing Centers to streamline support was a time intensive and risky goal that put critical services in a virtual environment.

### **Learning Outcomes Based Assessment**

As part of the WSU Student Affairs Student Employee Project, we are gathering information on students' achievement of learning outcomes through the student employment program related to four learning outcome categories: responsibility and accountability, communication, self-management, and problem solving and critical thinking.

The student employment program in the labs is informed by Nevitt Sanford's (1966) theory of student development as a function of person-environment interaction. The Computer Labs evaluate student staff on their readiness in taking on additional responsibilities. On accepting those responsibilities, the student staff is provided with the resources and training to meet those responsibilities. The employment structure is also informed by Astin's (1993) theory of involvement. Astin's theory is based on the idea that students learn better when they are more

involved. Student Affairs Technology Computer Labs engage students in ways that provide them with skills that are learned and practiced outside the classroom environment.

Student employees working in SAT are given individualized training videos available through Lynda.com based on their particular job field that the supervisor reviews and evaluates (Appendix G). Additional Lynda.com training is assigned as needed to better complete work orders, grow in tech knowledge, and gain confidence in skills and abilities. This student-focused training falls under Student Affairs learning outcomes focused on intrapersonal confidence and responsibility and accountability.

In the computer labs, for example, Lynda.com is used for the lab aides' level I and II training. Student employees are selected to choose a training of their choice that relates to their interest and job responsibilities. At the end of each training module, employees are required to reflect and document their learning. For reflection examples, see Appendix H. This reflection serves for both, verifying and assessing their learning, and documenting knowledge gained for future and existing employees.

Students are held accountable and must complete required training within a trial period to continue with their job. The individual assessment allows the supervisor to rate where the student is after three months and where she would like the student to focus on more training. The initial and continued training ensures that each student feels confident to do his/her job and confident that he/she will have real-world experience in the tech field when they graduate. Part of this web training is to build an online portfolio to house school and work projects to show future possible employers.

Lynda training provides reporting that shows progress for all students taking the lessons. Identifying student success through discussion and their reflections with the students using the training, we will continue planning an assessment to track student progress and produce reporting that will help us modify and advance our training plans for growth for all SAT employees.

### **Cohort Information**

We work with our student lab aides in an intentional way throughout the year, so we track these students as a cohort of students. Within the Division, each department selects such a cohort to track in comparison to other students on campus to compare them in terms of their retention and other indicators of student success. As an example, student lab staff comparisons for Fall 2012 demonstrated the following information:

	Computer Lab Aides	All SA Cohorts	WSU Student Body
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Total # of Unique Students	33	1852	26193
Avg Cumulative GPA	3.23	2.97	3.09
Retention Rate (Return/Grad)	89%	82.75%	58%
Avg. # Total Credit Hours	112	86	76

For other cohort information, see Appendix R. This demonstrates that our lab aides are retained at a slightly higher rate than the other staff members within Student Affairs and to a much greater level than the overall student body. Our students also appear to be farther along in their studies than the general population. Since we are open to all students regardless of major, we do not define programming to a specific group. We provide service on average to over 14,000 students each year, which is close to 64 percent of the entire student body. There is no data on what a typical user’s session involves as far as software usage, so this limits our ability to qualify data. We are investigating the functionality of our LabStats software to begin tracking software usage

**Student Needs & Satisfaction**

Student needs are assessed by periodic surveys administered electronically via a desktop icon and direct email soliciting to a StudentVoice online survey. This survey inquires about needs and desires of student users and provides us with a basis of information to manage new and current services. This same survey also measures student satisfaction with each lab’s service. We provide the desktop link once a semester for a two-week period. This method has allowed us to consider usage strategies by students and pattern our lab hours after them. For example, based on our Spring 2014 survey results, we have been able to establish which labs would best benefit from a color printing service through these surveys. We also learned that 97% are moderately to very happy with the computer labs. One concern we have for our surveys is that we are not having many people actually take the survey, which gives us a poor sample size. We are going to investigate how to get more people interested in taking the surveys.

In addition to electronic surveys, our student lab aides are available to document student feedback and deliver it to the coordinator for consideration. This is done by observation and through direct communication with the students.

In Spring 2014, we administers a Social Media survey (Appendix I) that help us identify what students are using as far as social media tools. This provided us with information that has tailored our social media offerings for our division. Each area wishing to include social media to their marketing outreach is shown these results to help them decide what is the best approach for disseminating their news and event announcements.

## **Basic Usage Information**

**Computer Labs.** Student usage is tracked by user log in (Appendix J). We use identity management through the university's Active Directory. Each time a student enters their WSU username and password to log into the computer, we capture:

- Username
- IP address (allowing us to identify lab and station number)
- Date
- Time In and Out

Through our print management software, we are able to report on print usage in every lab (Appendix K). Based on usage reports, there is a direct correlation between lab size and lab usage. We plan our labs to incorporate as much space for technology as possible while still allowing personal workspace.

**Websites.** Websites usage is tracked using Google Analytics and since the redesigns have begun the page visits have increased in a number of locations. The design changes have incorporated more user-focused information and less on a digital billboard. This strategy has shown an increase in visits. The increase in visits has show to be a direct correlation to the redesigns. Five examples of the increase traffic:

- Student Affairs Redesign July 2011 and Continued Maintenance
  - Increase of 63% from September 2011 to September 2014
- Shepherd Union Redesign August 2011 and Continued Maintenance
  - Increase of 40% since launch
- Testing Center Redesign January 2013 and Continued Maintenance
  - Increase of 20% since launch
- Housing was brought into Site Manager and updated in December of 2013
  - Increase of 15% since launch
- Center for Community Engaged Learning was revamped with a name change, new URL and redesign in June 2013
  - Increase of 20% since launch

Webpage redesign order is based on average monthly page views, last redesign, if department has hired a student or someone outside WSU to maintain website, and any timely factors such as a rename or large campaign resource. We will rotate through websites every five to six years (Appendix L) with the idea that after the initial redesign each site will be well maintained and tweaked as needed. However, we will revisit each site every five to six years to give it extra attention, analytical review and gain student feedback.

**Desktop Support.** Late 2013, we started using Service Now as our primary tracking software for the STAs. Initially we had a learning curve on job entry but over the later part of 2014 we have had all jobs entered into the system. We have tracked 971 jobs completed or in process of



completion with an average of 20 jobs open during a given period. This information is providing us a needs assessment for the number of STAs needed to be efficient in job service.

### **Dissemination**

The primary stakeholders for our services are the students as the majority of our funding is provided through student fees. We share detailed data on our lab usage to the Student Fee Recommendation Committee for funding. At one time, we have produced an infographic for students to show how their money is spent in the labs but we recognize we need to offer more information with the data we have collected. We are also planning to be more proactive with sharing our information with academic deans where our labs are located to give them a snapshot of how our service is being used and to strategize design and service offerings to better fill their student needs. Each area's director/program head receive detailed analytics of their website usage and discuss strategies on website and social media with our Web Designer each quarter or as projects are created.

## **8. Summary**

In 2009, Student Affairs Technology had our first program review and received 23 recommendations in four areas: Future Plans, Labs, Procedure and Staff. As of 2011 when we completed our mid-review term report (see Appendix M), we met 22 of the 23. The previous review was a great help in providing feedback from our peers and allowed us to look at our services and department in a different way. Having achieved our goal to complete all the recommendations, we then proactively produced new goals such as the virtual desktop delivery. We also hired a Web Design position that has greatly increased our department's deliverables and compliance with University goals for community and student outreach.

During this review, we have identified some immediate needs and future goals in all program areas.

### **Anticipated Changes**

#### **Student Affairs Technology**

- We have begun to reorganize the department to closely match the model of WSU IT and will be finalizing the change this January 2015.
- We will continue to expand our services as needed and seek additional funding for future staff that will enable us to better disseminate duties since we still have a lot of staff doing a wide variety of jobs and cannot focus on their assigned role.
- Continue to expand our role with the university technology policy by collaborating with WSU IT managers and Vice President and represent our division's technology goals.

#### **Computer Lab Programs and Services**

- In periodic review of lab usages and the usage of technology by students, we plan on implementing four strategies/initiatives.
- Plan the implementation of blended learning environments in the lab that facilitate the use of various technologies, bring your own devices and group learning.
- Provide technology services outside the physical lab environment to include mobile print services and kiosks.
- Establish a standard computing experience for students using departmental labs within Student Affairs, and provide and support technology services that enhance departments' core services and mission.
- Work closely with academic deans to strategize our service offerings and change or modify them as necessary.

#### **Desktop Support**

- Our new department reorganization will streamline support for the division and we will now have an official desktop support model. This has grown so much over the last eight years that the previous way we managed, it was getting overwhelmed.
- We are going to continue to explore virtualization of desktop delivery and incorporate cloud services better.

### **Student Affairs Enterprise Systems**

- To help support University, Division and departmental themes and initiatives, SAS is planning on implementing means to disseminate server systems information, strive for more virtualization, reexamine backup and recovery, expand student learning for student programmers, and provide more internship opportunities.

### **Web Programs and Services**

- Web services will be taking on a larger marketing and communication role including gathering content and writing copy, print graphic design, social media strategy, HTML email creation and list maintenance, and other digital media communications. This will allow us to better support department student-centered and inclusion core values by more effectively and cohesively promoting online community, services, involvement opportunities, and benefits, while maintaining WSU brand standards.

Many new strategies have been developed while writing this review, such as new ways to assess students and staff using our services and assessing student employees to better foster their professional development. As we were able to identify with our last program review, we recognize how strong a team we have and how well we work together to help achieve each other's and department goals. This has not changed with our current staff and we recognize how important teamwork is to achieve personal and department goals.