

To: Members of the Faculty and Professional Staff
From: Elizabeth Langland, Provost and Vice President for Academic Affairs
Date: August 8, 2007; [rev. 8-21-07 \(pg. 2 & 4\)](#)
Re: Technology Services Reorganization

This past spring I formed a Task Force on Instructional Technology to make recommendations on the organization of academic computing support. I received the Final Report earlier this summer. In it, the Task Force made many excellent recommendations based on a comprehensive survey of faculty technology use administered this past spring, an examination of practices at peer institutions, and a comprehensive internal and external review of Computing and Telecommunications Services. All of these reports and results share a concern that we continue pursuing efficiency and growth in services and facilities to keep pace with our growing needs, and all reflect the rapid pace of evolution in an area that is critical to the pedagogical and administrative future of the College.

The Task Force made several recommendations, many of which I endorse in whole and others of which I have adopted in a modified way that reflects developments since the report.

First, the Task Force recommended a significant and ongoing increase of funding in support of IT needs on campus. It is important to reiterate here that three years ago, the campus invested substantial new *ongoing* dollars in the amount of \$500,000 in IT. Those funds have been used to create and maintain a solid and stable network infrastructure and to double the funding for the academic computer lab replacement cycle. In addition, we have provided computers for all faculty members and have instituted a faculty computer-replacement cycle. The College continues to allocate additional one-time funds as they are available to support technology projects such as the document management system last year and additional smart classrooms this year (see below).

Second, The Task Force recommended that we conduct as soon as possible a national search for a Director of Instructional Technology (DIT). I accept that recommendation, and I have authorized a search to begin this fall. The Task Force also recommended for the future that we consider hiring a Multimedia Instructional Designer (MID). That decision will await the arrival and advice of the DIT.

Third, the Task Force recommended the creation of a Center for Teaching, Learning, and Technology (TLT) in the lower level of the library, and I accept that recommendation. I will work with Library Director Patrick Callahan to develop appropriate space.

Fourth, the Task Force recommended a Faculty Development component of the TLT Center, to be staffed by a faculty member with release time and a stipend. I accept that recommendation and will ask my successor to consider implementing it.

Fifth, the Task Force recommended a significant increase in the number of technology-enhanced classrooms (aka Smart classrooms), as funding permits. President Schwarz has authorized \$135,000 in one-time monies to dedicate to creating new technology-enhanced classrooms as soon as possible. This money will allow us to add eight to ten new classrooms, increasing our inventory by up to 70%. This coming fall CTS—now Campus Technology Services—will work with ITAC and the faculty to identify smart classroom components and locations for these one-time funds.

The addition of this large number of new technology-enhanced classrooms dramatically alters the organizational challenges. We will not be able to afford to hire staff to open classrooms individually and check on the operation of all equipment; this is not a scalable model as the number of classrooms grows. On the other hand, I recognize that it is critical that faculty members have full access to classrooms and that they find all equipment in working order for every class.

I have researched the most cost effective, efficient, and responsive way to make these resources available to faculty and staff, and I have decided to move to More Card swipe access for faculty entry to the Smart Classrooms as rapidly as possible. I will turn the management of all technology-enhanced classrooms immediately over to CTS. Doreen Rossi, CTS Assistant Director for Technical Services, will be responsible for maintenance and support for all public computer labs and smart classrooms and for classroom A/V support activities. The Assistant Director for Technical Services will manage the Instructional Technology Emergency Response Team (ITERT) that the Task Force report recommends to provide high-priority technical support for classroom use. Each lab/smart room will be equipped with a telephone hotline for calling in support, triggering a special ring tone that takes priority over all other Helpdesk activity. The Helpdesk will provide instantaneous remote and on-site service for any technology issues that occur during class time. To further improve responsiveness, in December 2006 the entire CTS staff underwent a 2-day Noel-Levitz Customer Service training program. Since September 2006, CTS has extended Helpdesk hours to 8am - 8pm to make it easier to access their support services.

I have asked Nancy Kane, currently Director of CIR, to become the Director of Audio Visual Production Services (AVPS), reporting to the DIT, as editor and producer for videotaping, audio, and post-production services for academic programming and campus events, such as graduation, that occur on a regular basis, supported by A/V technicians. Nancy will also collaborate with the CTS web group on video and podcast development. Joe Germani, currently a CIR A/V technician, will also join the AVPS staff as an A/V technician. This new position will allow Nancy and her staff to focus on the more creative aspects of responsibilities formerly discharged by CIR because the administrative aspects of managing classrooms and delivery of equipment will be delegated to CTS.

I'd like to take this opportunity to thank CIR both for its outstanding service over the past 23 years, as well as for the last eight years that CIR has supervised the area of academic computing. Nancy Kane and her staff have done a superb job of bringing us to this level and readying us for a further integration of campus technology services.

Ann Anderson, currently the CIR receptionist, will provide administrative support for the Director of Instructional Technology, the Director of the TLT Center, and the Director of [Audio Visual Production Services](#).

Marie Sciangula will become Assistant Director of Instructional Technology and will report to the Director of Instructional Technology. Marie will continue to provide faculty support for Blackboard and Eres. Marie has been providing individual faculty technology support since 1999. The six academic technology support technicians will form a core group of support positions with significant expertise across the media spectrum. These six existing positions will assume a dual-reporting structure to the Director of Instructional Technology and to their individual deans. This arrangement

will increase collaboration among this group, make their expertise more widely available, and provide opportunities for cross-training and a broader career path for these professional staff where there is often a great deal of turnover due to the limited opportunities within each individual unit. It will also provide, as the Task Force report recommends, a “critical mass” of support services for the Director of Instructional Technology once s/he arrives.

Chris Marsigliano, currently a CIR A/V technician, will join the CTS Technical Support staff as an A/V technician. Chris will support A/V services in smart classrooms, and will also continue to support videotaping , audio, and post-production services for Graduation and other campus events. Chris will add his expertise to existing CTS Videoconferencing services, and to CTS video and pod casting services. Howard Buchberg, currently a CIR Computer Lab Technician, will join the CTS Technical Support staff where he will continue to provide support for smart classrooms and public computer labs.

Once again, I wish to thank the Task Force on Instructional Technology for their insights and their excellent recommendations. I would also like to thank the Instructional Technology Advisory Committee, CIR, and CTS for their valuable input as well.

This reorganization is effective immediately, with enhancements to the scheduling system, access to the technologically-enhanced (smart) classrooms and other components put into place as soon as possible. A committee is being formed to conduct the search for the Director of Instructional Technology. Another will be formed for the internal search for the Director of TLT Center.

Summary: Academic Technology Support Service Roles

Office of Audio Visual Production Services (AVPS)

Audio Visual Production Services (AVPS) will remain in the lower level of the Library, co-located with the Teaching Learning and Technology Center, the Faculty Support Center, and the COIL center.

AVPS will continue to provide audio and film equipment and production services to support college-wide events. AVPS will continue to provide still and video cameras for faculty and student use, and film projection services.

Campus Technology Services (CTS)

Smart Classrooms:

CTS will work with ITAC and the faculty to build and maintain Smart Classrooms across the campus, and will work closely with each academic division to determine and provide appropriate components. All smart classrooms will be provided with card swipe access for faculty, telephones for instant support service, and permanently-mounted A/V equipment as soon as possible.

CTS will work closely with Academic Affairs, External Affairs, and the Instructional Technology Advisory Committee to create more smart classrooms this year, and will work closely with Capital Facilities Planning to secure funding in the next 5-year capital plan for a significant expansion of Smart Classrooms.

Mobile Teaching Units and Classroom Equipment

CTS will provide portable carts with computer, projector, and A/V gear known as Mobile Teaching Units or MTU's – which are essentially portable Smart Classrooms. These MTUs will be available for reservation and delivery through the Helpdesk, which will maintain a public calendar detailing their availability. Similarly, CTS will provide Television/VCR/DVDs on carts for classroom A/V use. As more classrooms are converted to permanent Smart Classrooms with built-in equipment, the use of MTUs and TV/VCR/DVD carts will be reduced.

Computer Labs and Public Terminals:

CTS will be responsible for all public computer labs and public terminals in the Library, SS, and Humanities buildings. CTS will also be responsible for the video workstations currently housed in the lower level of the Library, and for the public terminals throughout the Library.

Teaching, Learning, and Technology Center (TLTC)

The TLTC will continue to provide faculty support for the Blackboard Course Management System and for the ERes Electronic Reserves system. The TLTC will provide individual and group technology workshops for faculty, and promote faculty awareness of instructional technology tools and services.

The Center for Faculty Development (CFD)

The CFD will run faculty development workshops, support grant-writing by faculty, and support pedagogical initiatives. The CFD will provide guidance and support for junior faculty as they move through promotion and tenure reviews. The CFD will also develop and provide orientation programs for new faculty joining the college.