Trending
Popular items most recently referenced by Gallaudet community

Accessibility
Features, tools, tips, and support to ensure digital accessibility

Account Management
Password reset, new accounts, disabled accounts

Administrative & Business
Software and applications for core administrative systems

Communication & Collaboration
Email, video, voice, web, and other collaboration resources

Computers, Printing, and Software
Personal and departmental computing needs

Infrastructure
Wi-Fi and network access and connectivity, and storage tools

IT Professional Services
Technology-based consultation, training and project management

Research
Research computing services

Security
Tools and resources to protect data assets

Teaching & Learning
Services, equipment, and spaces for education

Video
Services, tools, features, and support of video-related resources

ANNUAL REPORT

FY 2019

Gallaudet Technology Services

GALLAUDET
U N I V E R S I T Y

TECHNOLOGY SERVICES

TABLE OF CONTENTS

EXECUTIVE SUMMARY

This report highlights the endeavors and accomplishments of the Gallaudet Technology Services (GTS) team in fiscal year 2019. Overall themes included:

Where We Are—Reviewing current operations and goals through self-review and assessment by outside consultation.

Where We Are Going—Reconceiving the integral and enmeshed relationship of technology service provision to the fundamental business of the university through engaging campus stakeholders in IT planning, and involvement in campus wide business process reviews.

How We Get There—Reinvesting IT resources in order to position GTS to embrace the new paradigm by moving labor and time consuming functions to outside resources—such as the 'lift and shift' of PeopleSoft services to the Oracle cloud hosting environment (page 9), by enabling IT users to resolve issues more quickly on their own (page 16), and through consolidation of services—such as establishing centralized printers and reducing individual desktop printers (page 10).

Our Structure

Gallaudet Technology Services	Academic (K-20) and Research Technology Support	eLearning Center
		Clerc Center (KDES and MSSD)
		Teaching and Learning with Technology Committee
Operations & Administration	Enterprise Information Systems	PeopleSoft/BISON
		PowerSchool (Clerc Center)
		Radius CRM
	Information Security	Risk Assessment and Management
		Security Awareness/Training
	IT Service Desk and User Support	IT Service Desk
		Client Computing Support
		Media and Classroom Support
	IT Projects and Development Services	IT Projects
		Cloud/End-Point Administration and Engineering
		Development, Integration, and UI/UX
	Technology Infrastructure and Operations	Data Center
		Networks
		Telephony
		Cable TV

WHERE WE ARE

For the past several years Gallaudet Technology Services (GTS) has done a great deal to upgrade technology infrastructure and build relationships with campus constituents. Fiscal year 2019 was no exception but it was also time to take stock of how far we've come.

Assessment

GTS participates in a number of ways to monitor and review the effectiveness of our services and to gauge our efforts in comparison to other similar institutions. We conduct audits and tests of our security and network environments. We participate in campus-wide audits and reviews. We also participate in several IT-related third-party surveys such as EDUCAUSE's annual Core Data Survey, annual student satisfaction survey, and bi-annual faculty satisfaction survey. On a regular basis, GTS leadership and staff review and discuss IT Service Desk statistics, conduct faculty feedback panels and meetings, and autopsy incident responses and issues.

In addition, in February 2019, the university contracted with the Hartman Executive Advisors consulting group to assess GTS's services. Invaluable insights were gained but the overall result did not come as a surprise. They found that one of our key strengths is our ability to "keep the lights on," meaning that our essential systems, that are the backbone of our business and academic processes, stay up and running to support the everyday work of the University and the Clerc Center. This is certainly praiseworthy.

"Throughout the assessment process, Hartman observed a hardworking, focused team dedicated to the mission of Gallaudet University.

Technology services are often disconnected from the ultimate beneficiaries of these services and we were truly impressed by the dedication of the team to the stakeholders served by Gallaudet."

~Hartman Report

The Hartman report also identified some areas for improvement and made a number of suggestions to continue to provide exemplary service to the Gallaudet community. They also made suggestions for reimagining the current model and structure of the department which has contributed to our understanding of 'where we are going' (page 7) and 'how we get there' (page 8).

Budget Reconciliation and Reinvestment Initiative

In January 2018, Gallaudet began a review of campus expenses and use of resources in order to reduce redundancy and streamline services. Several GTS staff members and leaders participated in the various review processes associated with the Budget Reconciliation and Reinvestment Initiative (BRRI). The BRRI made recommendations that directly or indirectly apply to GTS that include:

- Develop campus-wide policy for the efficient use of printing resources; require double-sided printing and phase out the use of desktop printers.
- Optimize use of network printers in operation on campus by providing centrally located machines for efficiency of use.
- Develop policy for centralized approval of software purchases. Policy will not impede innovation.
- Decrease reliance on external tech consultants for maintaining PeopleSoft.

> *"The budget reconciliation will identify areas of potential efficiencies and savings that can be reinvested into smart investing into our future..."*
>
> *~President Roberta Cordano*
> *State of the University presentation*
> *January 23, 2018*

Trends and Issues

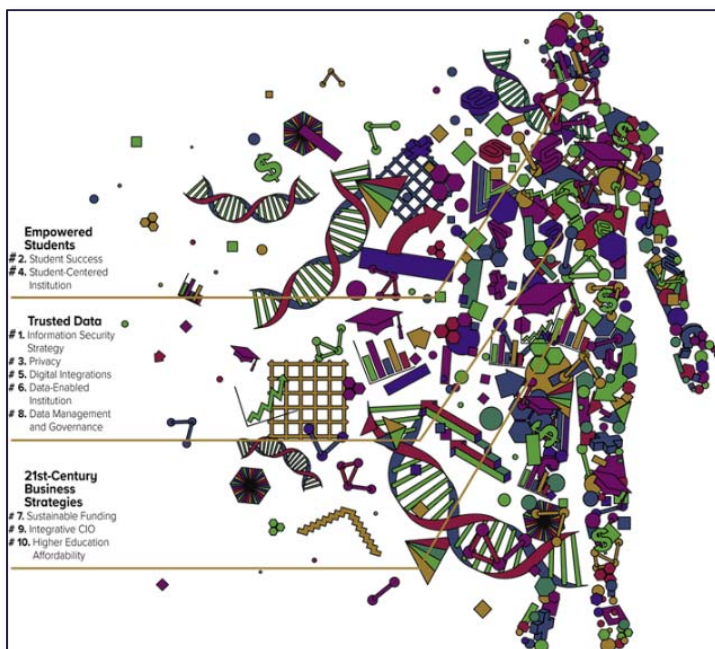Each year, EDUCAUSE (www.educause.edu/) surveys IT leaders in higher education to get a sense of the top issues that providers will need to focus on in the coming year. As long-time participants in EDUCAUSE, these issues are useful as guideposts for our IT strategy and focus at Gallaudet.

This year's list of issues is dubbed "The Student Genome Project" and focus on three main themes that are the building blocks necessary to ensure success. This forecast of 2019 issues is reflected in GTS's 2019 accomplishments. The themes and examples of GTS efforts are:

- **Empowered Students**—*Using analytics and technology to provide individualized support to students*. Examples: Building out the IT Service Desk's Service Catalog and Knowledge Base (page 16) and supporting the implementation on the EAB Navigate (page 13).

- **Trusted Data**—*Meaningfully and ethically securing, integrating, organizing, standardizing, and safeguarding data*. Example: Ongoing efforts of the Data Governance Committee (page 19)

- **21st Century Business Strategies**—*Ensuring that institutions embed technology investment into the overall strategy and business model*. Example: the Paperless and Automated Digital Workflows Task Force efforts (page 10).

2019 Top 10 IT Issues:

1. *Information Security Strategy*: Developing a risk-based security strategy that effectively detects, responds to, and prevents security threats and challenges

2. *Student Success*: Serving as a trusted partner with other campus units to drive and achieve student success initiatives

3. *Privacy*: Safeguarding institutional constituents' privacy rights and maintaining accountability for protecting all types of restricted data

4. *Student-Centered Institution*: Understanding and advancing technology's role in optimizing the student experience (from applicants to alumni)

Graphic from the EDUCASE article "The Student Genome Project." Read the complete article and view an enlarged view of the graphic at: er.educause.edu/articles/2019/1/top-10-it-issues-2019-the-student-genome-project

5. *Digital Integrations*: Ensuring system interoperability, scalability, and extensibility, as well as data integrity, security, standards, and governance, across multiple applications and platforms

6. *Data-Enabled Institution*: Taking a service-based approach to data and analytics to reskill, retool, and reshape a culture to be adept at data-enabled decision-making

7. *Sustainable Funding*: Developing funding models that can maintain quality and accommodate both new needs and the growing use of IT services in an era of increasing budget constraints

8. *Data Management and Governance*: Implementing effective institutional data-governance practices and organizational structures

9. *Integrative CIO*: Repositioning or reinforcing the role of IT leadership as an integral strategic partner of institutional leadership in supporting institutional missions

10. *Higher Education Affordability*: Aligning IT organizations' priorities and resources with institutional priorities and resources to achieve a sustainable future

WHERE WE ARE GOING

The role of technology in higher education is on the precipice of a paradigm shift. No longer can technology be seen as merely a line item in the budget separate from every other investment decision. Technology can no longer be seen as merely something "they" (GTS) takes care of.

A key element of GTS's ongoing success is a transformation of how the community views GTS and technology in general, and change in how GTS staff see their roles within the community.

This is not a new process. We still see vestiges of a similar transformation on campus today. In College Hall, one of our original buildings, many of the offices have fireplaces. Decorative and in disuse now, this was essential technology for heat and important for the safety and comfort of faculty and students. On a daily basis someone was responsible to chop and deliver wood. Everyone was likely involved with stoking fires and maintaining fire safety. As climate control technologies advanced, and gas and electricity were introduced, we no longer give thought to how the temperature in our buildings is maintained–it's taken for granted until there's a problem.

Computers and related technologies have had a similar journey. Early desktop computers and handheld devices started out as novelties that only a few tech-savvy people had. Seemingly overnight these items have become ubiquitous and essential in almost every area of our lives.

IT decisions are business decisions

Just as we no longer have staff who chop wood and shovel coal, we need to look at the services provided by GTS and determine the areas that can be best served by outside "utility" providers in order to free our employees to innovate, develop new and necessary skills, and provide concierge-level service to the campus community.
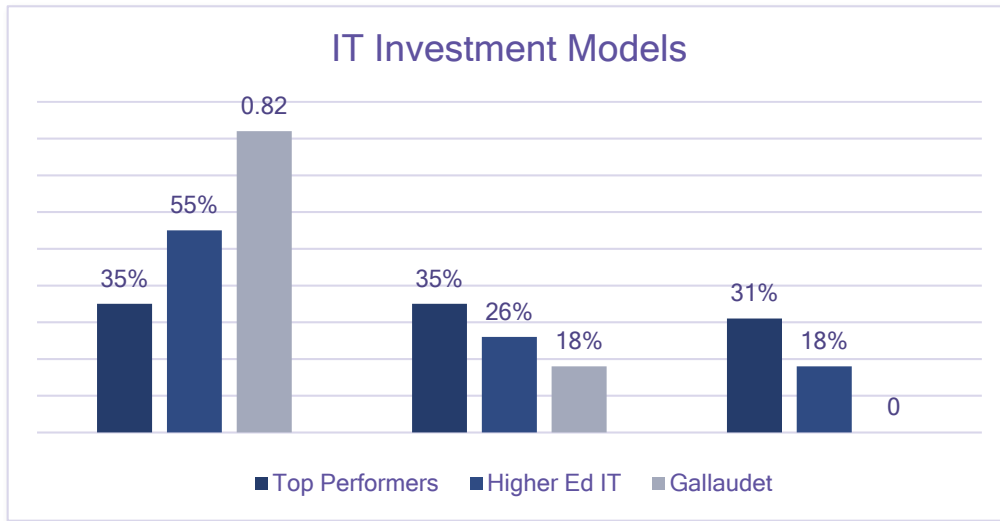
As the EDUCASE Top 10 IT Issues of 2019 pointed out, technology-related questions and issues are part of the many microfibers that make up the fabric of University and Clerc Center business and success. GTS recognizes this interrelated partnership and has instituted several collaborations to guide IT decisions and policy (page 18). GTS recognizes that this process must involve leadership at a higher level, however, because IT decisions are business decisions. GTS is working closely with administrators to establish a more formalized IT Governance process which will put the decision-making and prioritizing processes in the hands of institutional leadership.

HOW WE GET THERE

Technology developments happen at a rapidly expanding pace. The available systems and tools are quickly becoming less a luxury and more than ever a necessary commodity. Keeping up with these emerging demands takes an investment of money, time, resources, and personnel.

According to the Hartman report's industry review, top performers in IT provision allocate resources evenly among three key areas of focus: Enable/Run–maintaining current operations (35%); Optimize/Grow–improving operations (35%); and Transform–implementing new business models (31%).

IT Investment Models

The report also observed that in IT in higher education there is more spent on maintaining current services. The allocation is: Enable/Run (55%); Optimize/Grow (26%); and Transform (18%).

At Gallaudet it is estimated that 82% of resources are used for Enable/Run, 18% for Optimize/Grow, and no investment earmarked for Transform.

This must change.

The results from campus budget reviews shows that we must be creative and open to exploring ways to outsource our routine work so that we can realign our staff to focus on new opportunities.

Taking advantage of natural attrition, and following the BRRI recommendation to reduce reliance on full-time contractors, GTS is realigning job roles and reporting structures and increasing professional development and retraining opportunities.

The IT workforce of the future has to be flexible and more technologically advanced to be prepared to excel in a workplace that may be unrecognizable in five or ten years.

> " [Without the commoditization of IT services] we are not free to be the best we can be; to focus on the things that matter the most—to support the transformation of the organization and to innovate.
>
> ~from Hartman report

'Lift and Shift'

To this effort, GTS performed a substantial adjustment to how we support our business systems this year. The enterprise systems team worked closely with campus departments to successfully move the hosting of PeopleSoft modules from on campus (data center) to the Oracle cloud. This is expected to free up staff from routine tasks and systems maintenance and allow them to focus on new projects.

This move also reduces the worry over business continuity and disaster recovery concerns by relying on cloud administrators who have greater capacity for maintaining redundant systems, backups, and rollover functionality in secure and stable environment (page 16).

Accolades
GTS was recognized with the Oracle Cloud Infrastructure Innovation Award
at Oracle's September 2019 OpenWorld conference for being an early adopter of the Oracle cloud hosting service.

Pictured are GTS Executive Director Earl Parks (on the far left) and Enterprise Information Services Director Daryl Frelich (center). Also pictured are members of the Oracle/Astute team who worked with us on the lift and shift project.

More:
searchcloudcomputing.techtarget.com/news/252470878/Early-Oracle-Cloud-Infrastructure-customers-take-its-measure?fbclid=IwAR0CbwY7-fJ_z-YU8Yhqk_5fdJMpLDiaBvPmlTDwBMWNcC1pn2_UpQrMcF8

GTS also received a PeopleSoft Innovation Award this year.
blogs.oracle.com/peoplesoft/peoplesoft-innovators-adopt-oracle-cloud-infrastructure%2c-oracle-digital-assistant%2c-new-products%2c-and-new-features?fbclid=IwAR0so6ej8qWZzOG1UwwgmZfgKIDYYMMa2VXKG5qobkBO3jNh0ZCbOBSznIM

As a result of BRRI recommendations, GTS faced the prospect of downsizing our reliance on contractors to support our PeopleSoft business modules. With this in mind, GTS moved the Financials and Human Capital Management modules into an Oracle cloud-hosted environment. GTS worked closely with the relevant campus offices to provide a successful and seamless transfer.

In early 2020, GTS will upgrade the Campus Solutions (student information system) module to the latest version and move this module to the cloud as well.

Also in early 2020, GTS will move Powerschool, a K-12 student information system, to a cloud environment as well.

Self-service

Technology users have varying degrees of knowledge, experience, and comfort with available technology. Many of our users are comfortable with searching online for quick answers to their questions and don't want to take the time to contact the IT Service Desk for issues they can resolve themselves. In 2019, GTS developed a Service Catalog (page 16) that describes the various technology services and tools available to the campus community. Another priority was to encourage GTS staff to build out a more thorough knowledge base of instructions and information. With the new IT Service Desk portal, users are able to check on the availability and status of campus systems. By enabling users to support themselves, GTS staff are

able to check on the availability and status of campus systems. By enabling users to support themselves, GTS staff are able to spend more time creating more documentation and to provide more face to face support for less tech savvy users or for more complex issues or questions.

Digital Transformation (DX) of Business Processes

A Paperless and Automated Digital Workflows Task Force (page 19) was created as a direct result of the BRRI effort. The task force is charged with supporting and improving Gallaudet's digital and business transformation processes. More information: my.gallaudet.edu/paperless-and-automated-digital-workflows-task-force.

The first effort involved Adobe eSign and centralization of all electronic forms. Forms are being updated and placed in the Gallaudet Intranet. The goal is to have a one-stop shop for all forms that can be filtered based on the function (academic, financial, human resources), ensure they are accessible, and automating workflows.

The next focus was 25Live and maximizing its functionality as a room reservation system. A sub-group was created to handle this particular task. All spaces (classrooms, meeting rooms, study rooms, labs) that can be reserved had to be fed into to the system. Improvements were made to the user interface to make it easier to search and reserve spaces, show events on public calendars, and improve back-end workflows.

On the Horizon

To continue providing ongoing and routine services in a more effective and efficient way and to allow staff to respond to requests for innovation and collaboration. GTS is working on several new proposals.

Bilingual Backpack/Software as a Service

The university has a large number of computers and equipment to manage on a regular basis. This requires managing inventory and lifecycle replacements, upgrades and updates, and other regular maintenance. Many of these computers are in classrooms and meeting spaces where they are only used for a few hours a day. Instead, GTS proposes providing faculty and staff with leased machines, typically a laptop, that they can bring with them to use in public and classroom spaces. The vendors will provide support for computer repairs and imaging of standard software. Tools will be in place to allow instructors to display material from their laptops to classroom monitors. Specialized software will always be available to instructors without having to request it be installed on classroom computers and thereby restrict flexibility in classroom scheduling. This will greatly reduce the number of machines that need to be tracked and maintained.

Unified Communications

By leveraging emerging technology, the university can better manage campus communication devices and reduce the number of university-subsidized mobile and desk phones.

Printers

As part of the BRRI recommendations, GTS has ceased support of individual desk top printers. Purchases of toner and ink is monitored and, for the most part, no longer allowed. In late fall 2019 into early 2020, GTS will take over the management of leased centralized printers. These printers will be installed in several locations around campus. Faculty, staff, and students will be able to launch a print job, even from their mobile devices. Their documents will in the queue until users swipe their campus ID at any of the centralized printers.

This "follow-me" printing model has successfully used at the Clerc Center and within GTS for several years.

WHAT WE DID

In FY 2019 GTS completed 56 projects including large-scale renovations and implementations. Some of the projects were multi-year projects carried over from previous years. Fifteen new projects were received from various campus constituents. Eleven projects were deferred or cancelled.

The following are some of the projects completed in 2019.

56 projects completed in 2019

Ultra Pilot

In the summer, eighteen faculty registered to participate in a fall Blackboard Ultra pilot, a new learning management system (LMS) experience. The requirements were to complete a one-week summer training to develop and 'Ultra-cize' their courses. During the semester, surveys will be sent to students three times to gather feedback on their experiences. At the end of the semester, the faculty will submit their feedback. Faculty will have the opportunity to share their experiences during Professional Development week in January 2020.

Word got out regarding the summer training and the GSR 101 coordinator decided to pilot Blackboard Ultra this fall. GSR 101 is a gateway course for the majority of first-year and transfer students. Ten GSR faculty (15 courses) received truncated training but eagerly accepted the challenge. Two additional ASL 211 (2 sections) faculty, and one adjunct faculty working in GTS also participated without attending training sessions.

The variety of participants allows the campus community to discuss the pros and cons of possibly giving faculty the option to choose which Blackboard course style (the default or Ultra view) they would prefer for teaching and learning. The discussion will take place during Professional Development Week in January 2020.

Accessibility

The eLearning Center continues to help faculty, one-on-one and through workshops, to make course materials more accessible to students using the Blackboard Ally tool. Ally allows faculty to upload a variety of document types to their courses and Ally will automatically create alternative accessible options.

*Note: GTS's UI/UX Technology Integration group works with Gallaudet community members to ensure their online material is accessible as well.

Kudos to the eLearning Center team! To better support faculty, the team earned the Quality Matters certification for "Applying the QM Rubric" to online courses or courses being taught via a Learning Management System. Support was provided by the Center for Continuing and Online Education.

Pictured (from left): Earl Parks, GTS executive director; Julie Longson; James Bushor; Jacquelyn Lally, Director, Academic (K-20) and Research Technology Support; and Matt Terry.

Located in the Harkin Digital Learning Center (JSAC 1100), the eLearning Center is a hub for walk-in assistance, trainings, and all types of teaching and learning support for faculty staff and students.

GallyShare

GTS supported University Communications with implementation of a content repository and submission system to streamline the acquisition of news from university stakeholders and the leveraging of news by campus offices including government relations, communications, and admissions.

Interfolio Phase I - RPT

GTS worked with the Provost Office to set up a system, requested by the Board of Trustees, to track and streamline faculty personnel actions, including tenure, promotion, sabbatical, reappointments, merits, research, etc.

Student Success Collaborative (EAB SSC)

GTS worked with Student Success and Academic Quality (SSAQ) to replace existing student success and tracking software (Starfish) with Navigate from EAB that provided an enhanced mobile experience.

GUAA Board Election

GTS worked with the Gallaudet University Alumni Association to assist with implementing an online and digital elections processing.

> *Faculty Spotlight*
>
> *Professors, Lilllie Ransom and Amy Stevens from the communications department created innovative assignments for their students requiring the use of software such as Final Cut Pro, Adobe Illustrator, and iMovie to create public service announcements. Steven's classes also created portfolios using Google Sites.*
>
> *Both professors worked with the eLearning Center to set aside time for their students to learn about and get help with using the software needed for their projects.*

Clerc Center

iPads

Students and teachers at the Clerc Center from grades K-12, now have individual iPads for teaching and learning. GTS helped coordinate the implementation and dissemination of the iPad project in collaboration and consultation with the academic leadership teams at Clerc Center. Specific apps, security settings, and features were setup for students and teachers. For teacher in-service sessions, eLearning partnered with GoReact to provide training on ideas for using the app to meet the bilingual needs of the students and classroom projects.

ThinkaBit Lab

GTS also supported the creation of the ThinkaBit Lab at Model Secondary School for the Deaf (MSSD) which is modeled after Virginia Tech's Thinkabit lab (thinkabitlab.com/virginiatech).

The purpose of the lab is to provide teachers and students an engaging environment to promote hands-on creativity, collaboration, and developing skills for the future technical workforce in STEM and supporting careers.

MSSD Entrance

The main entrance was renovated and access security was improved.

University Classrooms, Labs and Collaboration Spaces

Community Hubs Enhancement

GTS worked closely with Campus Design and Planning (CDP) to enhance the Ely Patio by adding new outdoor wireless access points (WAP) for better student experience using their mobile devices in the patio area.

Interactive Podiums

Following the active learning space project (HMB, Room 1112) in FY 2018, the newest release of interactive podiums (HoverCam) was installed in the newly renovated multi-media theater, JSAC, Room 1011. During FY 2020, seven more interactive podiums will be deployed in other classroom spaces on campus.

Sorenson Language and Communication Center (SLCC)

Upgraded top tier (class A) classrooms with videoconferencing capability and AV bridge to support web conferencing and lecture capture. Upgraded analog Extron systems to digital.

Merrill Learning Center

As part of the work on the Graduate Success Committee, and Retention Council, it was noted students needed access to more computers, video editing suites, and specialized software for coursework.

In September 2019, the newly revamped Merrill Learning Center, room B205 (former eLearning office space), was unveiled.

The transformation was a joint project with Library Services.

The new lab includes:

- 3-D printers
- Virtual reality room
- Videoconferencing room
- Video editing suites (2)
- Quiet workspace for graduate students
- Collaborative workspaces
- PCs and Macs
- Special printing services
- Special licensed software for students
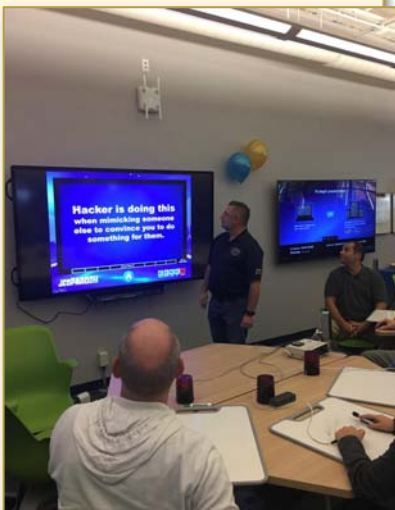- Exam taking space (using Respondus Lockdown Browser software)

> **Faculty Spotlight**
>
> *Ethan Sinnot, professor and theatre department director, piloted using virtual reality in his course this semester. First, students came to MLC B205 to learn how to use the virtual reality equipment. Then, students came back to experience a virtual view of different theatres around the world including Greece, Italy, Pompeii, Tunisia, Russia, and England.*

Information Security

Two-step Verification

Two-step verification (2SV) on Gallaudet accounts has been a required security measure for all students for several years and immediately after implementation there was a dramatic decrease in compromised accounts. Last fiscal year budget unit heads with access to financial and other private information were required to implement 2SV. In 2019, this became mandatory for everyone including faculty and staff.

Jared Evans (standing), Information Security Officer, played Alex Trebek in a game of security Jeopardy in November 2018. The game tested players' awareness of common data security threats.

Incident Response and Prevention

The information security officer worked closely with the networks and data center teams to monitor campus IT infrastructure for potential vulnerabilities and to continually strengthen security measures.

Security Audit

Independent auditors from Grant Thornton conducted an audit of GTS security and operations. They returned a clean report that did not identified any technical deficiencies in the security of GTS operations. GTS continues to improve the University's security posture by keeping abreast of security issues and by implementing recommendations from the auditors.

Access Control Reviews

GTS participates in weekly meetings with other university departments to provide a detailed and ongoing review of access control across a variety of systems and processes. This includes improving the monitoring and auditing of users' access levels.

Tabletop Security Exercise

The Information Security Officer led GTS staff through a tabletop exercise featuring a progressively worsening IT security event. The exercise challenged GTS teams in their understanding of potential issues, troubleshooting strategies, and considering proactive remedies to the threats presented. The exercise gave staff an opportunity to practice their security awareness skills and was a reminder that security should be a top priority in their daily work regardless of their role in the organization.

Disaster Recovery

Continuous availability and uninterrupted operations of key business services is paramount— particularly for PeopleSoft services that include financial services, human relations resources, student information services, and campus enterprise resource planning. In the event of a service disruption it is essential that these services be restored as quickly, seamlessly, and securely as possible. The migration of these services from being hosted on campus in our data center to being hosted with Oracle Cloud has greatly enhanced the ability and assurance that these systems are even more robust and can be recovered if necessary. After the migration, failover and fallback operations were successful tested.
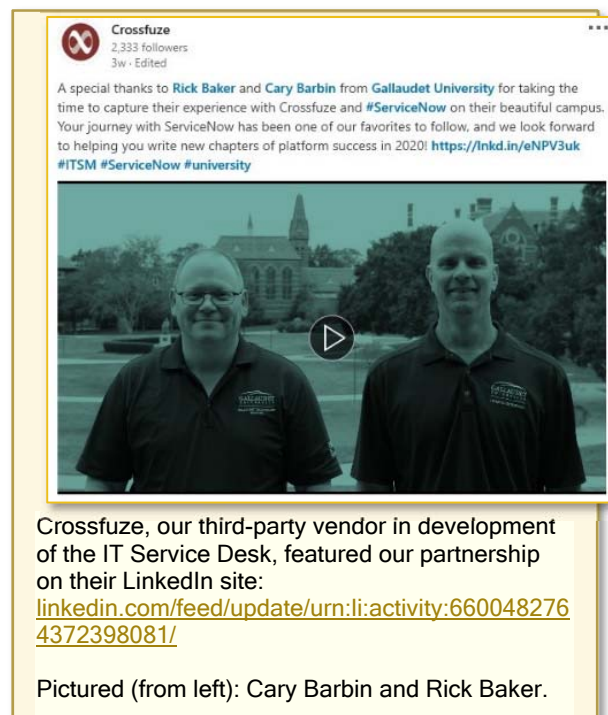
GTS Operations and Support

In 2018 GTS implemented the new IT Service Desk ticket system and portal. In 2019 we continued to explore the many features provided by the vendor, ServiceNow, and worked with our third-party partner, CrossFuze, to fine tune and optimize use of the system.

Service Catalog

One of the most exciting developments with the IT Service Desk is the creation of the IT Service Catalog. Organized according to category standards recommended by EDUCAUSE, the catalog provides users with a more user-friendly way to search for IT information and advice and to request standard support and services. The catalog also serves as an index to the increasing library of knowledgebase instructions to enable users to troubleshoot and problem solve on their own, if they prefer, before contacting the IT Service Desk staff.

Crossfuze, our third-party vendor in development of the IT Service Desk, featured our partnership on their LinkedIn site: linkedin.com/feed/update/urn:li:activity:6600482764372398081/

Pictured (from left): Cary Barbin and Rick Baker.

Change Management

As business technology systems become more critical and complex, it is imperative that GTS keep track of changes, upgrades, and tweaks to our systems. Seemingly simple and routine changes in one area may have unexpected impact in other areas. Change management systems and protocols allow

staff to dissect and investigate these concerns. This process also allows staff to revert systems back to pre-change environments and ensure business continuity and data recovery. The IT Service Desk system allows GTS staff to submit, obtain approval, and document all changes made to any system.

GTS also adopted the EDUCAUSE Center for Analysis and Research's Service Ownership model that delineates a person accountable as the service owner for the delivery of an IT service and the service offerings within. This ensures the service receives strategic attention and appropriate resources. Each service offering (product) has a responsible person assigned as the product manager to facilitate comprehensive, efficient, and transparent management of and communication about the product.

The process began with identifying the service owners for each business service and identifying products within each service. The product managers developed their catalog item's content for the newly developed IT Service Catalog. This process is critical to the success of change management as the product managers will be responsible for the full life cycle of their products.

Discovery
A process is underway on the Gallaudet network to identify all Gallaudet-managed devices including servers, printers, desktops, and more. The process will also create relationships between devices and systems. This will support efficient automatic notifications to effected users or systems when regular or emergency maintenance is being performed on particular machines. This will also allow for automatic system outage notifications on the IT Service Desk portal.

After-Hours Support
GTS continues to explore ways to provide more "just-in-time" support to the campus community. Previously, hours were extended for the JSAC Harkin Digital Lab/IT Service Desk by supplementing staff with student workers. In 2019, staff hours increased to provide support past regular working hours until 9 p.m. Monday through Thursday.

Infrastructure

Additional updates benefiting the entire campus community.

- Roll out of digital signage on campus by replacing obsolete digital signage system (Exhibio) with simpler solution and content from CMS
- Wireless upgrade at Clerc Center
- Multi-year firewall replacement project completed
- URL filtering services for Clerc Center users upgraded
- Data Center switches upgraded to support 10 GB access ports for stand-alone servers or Virtual Machine chassis
- Core routers upgraded to 60 GB, increasing network speed fivefold

To see a complete list of GTS projects go to: gallaudet.edu/gts-projects.

WHO WE WORK WITH

Paperless and Automated Digital Workflows Task Force

The taskforce and the 25Live User Groups is tasked with overseeing the digital and business transformation process (see page 10).

Task Force

- Earl Parks, chair
- Rick Baker, technical liaison
- Suzy McKenzie, co-project manager
- James Cromer, co-project manager
- Anthony Balogh
- Bernadine Bertrand
- Kristinn Bjarnason
- Reed Gershwind
- Davina Kwong
- Pamela McClelland
- Laureen Obermiller
- Rosalyn Prickett
- Deborah Shaw
- John Skjeveland

25Live User Group

- Suzy McKenzie
- James Cromer
- Rick Baker
- Davina Kwong
- Christopher Hoffmann
- Ericka Brown
- James Bushor
- Maria Petrova-Margason
- Shannon Augustine
- Yoel Krigsman
- Jacquelyn Lally
- Cedric Arce
- Jim Adams

Teaching and Learning with Technology (TLT) Committee

Faculty representatives from each academic department gather monthly to work on and suggest new and updated academic technology related policies for the campus. This recently included LMS course copying, Zoom usage, and Blackboard organizations purging. The committee also developed criteria for recognizing the exceptional use of technology to be awarded to a faculty member each year. In the past, grants have been awarded to community members by the committee to support innovative technology projects.

TLT Members

- Michael Brecheen, PER
- Scott Carollo, ART
- Pamela Collins, DOIT
- William Ennis, GOV
- Bobbie Jo Kite, EDU
- Yauheni Koraneu, BUS
- Jacquelyn Lally, GTS, (co-chair)
- James McCann, HSLS
- Donna Morere, PSY
- Lynda Myers, SW

- Earl Parks, GTS (ex-officio)
- Darlene Prickett, GTS, (co-chair)
- Joshua Schneider, STM
- Laurene Simms, EDU
- Kendra Smith, COU
- Miako Villanueva, LIN
- Martreece Watson, ENG
- Niesha Washington-Shepard, ASL/DS
- Gregoire Youbara, WLC

Data Governance Committee (DGC)

This committee develops and maintains data quality and integration standards through shared understanding and best-practices regarding data management, information systems, and processes across units and divisions.

In 2019, four new representatives from previously unrepresented areas (President's Office/Planning, faculty, and staff) joined the committee to expand focus to the entire institution rather than only academic-related data and functions. This will support the institution to be more data oriented and enable better data use and two-way data and information exchange across systems and offices, departments and divisions. This also allows for agreed-upon defining, developing, documenting, and change management of data metrics used in external and internal reporting.

In addition, a second-tier workgroup has been set up to implement DGC decisions into the various systems. Led by the Admissions Office, Registrar's Office, and GTS, the members are staff who work closely with the data. It is expected that they will bring forward issues to be addressed or resolved to ensure successful digital transformation efforts and improved data accuracy and literacy to enable university leaders to make data informed decisions.

Several proposals were submitted to the DGC for consideration, and have been acted upon:

- First Year cohort definition
- Gender and Sex definition
- Streamlined Deaf, Hard of Hearing, Hearing additional data needs
- First Generation definition
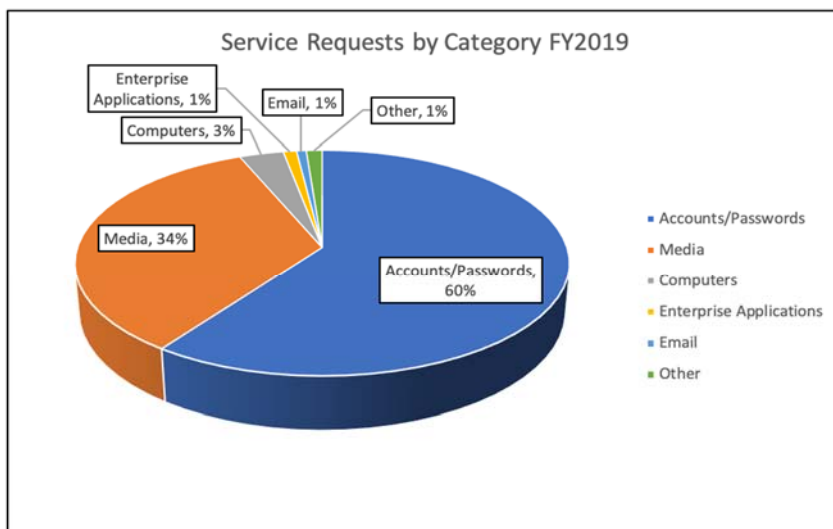- Service Indicators and its uses

Members

- Lindsay Buchko, Institutional Research, co-chair
- Daryl Frelich, Enterprise Information Systems, co-chair
- Thomas Horejes, Student Success and Academic Quality, ex-officio
- Earl Parks, Gallaudet Technology Services, ex-officio
- Beth Benedict, Enrollment Management Services
- Jerri Lyn Dorminy, Student Success
- Deborah Edwards, Development Office
- William Ennis, Faculty Senate

- Jared Evans, Gallaudet Staff Council
- Travis Imel, Student Affairs
- Sue Jacoby, President's Office, ex-officio
- Jeffrey Leach, Finance
- Deborah McCaw, Institutional Effectiveness Committee
- Elice Patterson, Registrar
- Helen Thumann, Accreditation and Licensure
- Christina Shen-Austin, Human Resources Services
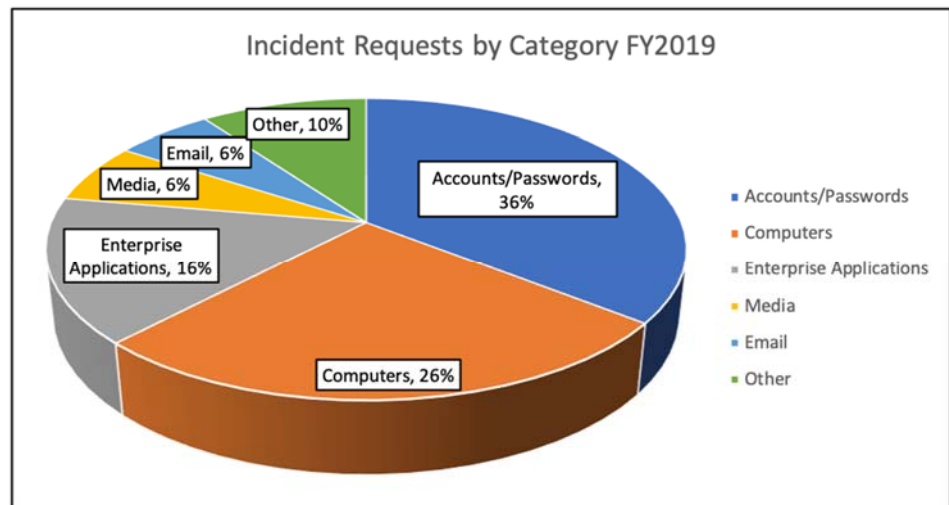- David Strom, Graduate Admissions

HOW WE DID

IT Service Desk tickets are broken down into service requests and incident reports. Service requests are routine requests as part of normal daily operations such as software installations, password resets, new computer set ups, and more. Incident reports are for problems or issues that have an impact on regular operations or a user's ability to work.

In FY 2019 (October 1, 2018-September 30, 2019), the IT Service Desk received over 17,000 tickets–less than 10% were categorized as Service Requests. It should be noted that in previous annual reports this percentage has been much higher. The lower number in FY 2019 is due to the transition to a new ticketing platform and a change in how tickets are categorized. GTS is continuing to fine tune the platform and expects to have a more accurate breakdown of ticket types available for future reports.

Service Requests by Category FY2019

In FY 2019, the top categories of services requests was Accounts and Passwords (60%); Media (34%); Computers (3%); Enterprise Applications (1%); Email (1%); and Other (1%).
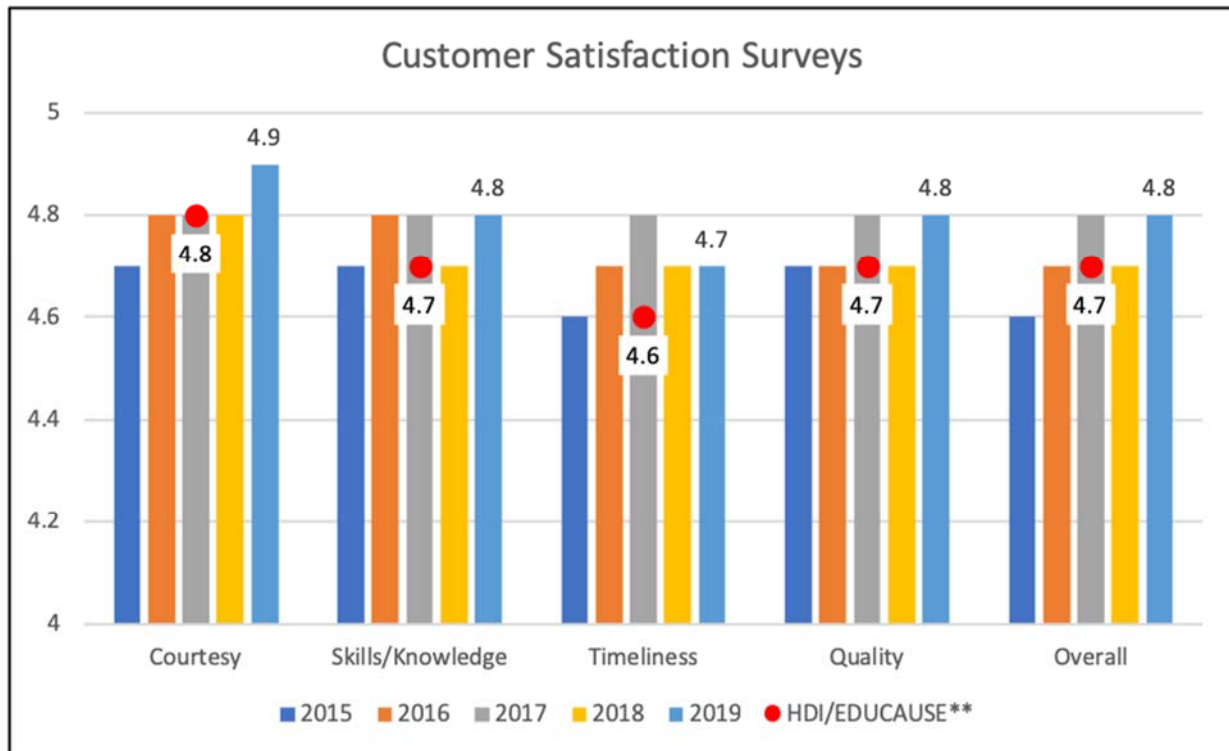
The top categories of incident requests was Accounts and Passwords (36%); Computers 26%); Enterprise Applications (16%); Media (6%); Email (6%); and Other (10%).

Incident Requests by Category FY2019

Customer Satisfaction

In FY 2019, 1300 surveys were sent to requesters after their ticket had been closed/resolved. The questions, based on the HDI Customer Satisfaction Index, asks the requestor to rank–on a scale of 1 to 5, with 5 being very satisfied–the overall service experience as well as timeliness, quality, courtesy, and skills/knowledge of the technician.

Overall, the satisfaction rates reported are higher than previous years, particularly in the area of Courtesy. This upward trend reaffirms the benefit of a more efficient ticketing system and, perhaps, recent exercises to identify GTS team goals and values.

**EDUCAUSE has not collected this data in the Core Data Survey since 2015–these numbers are included for comparison.
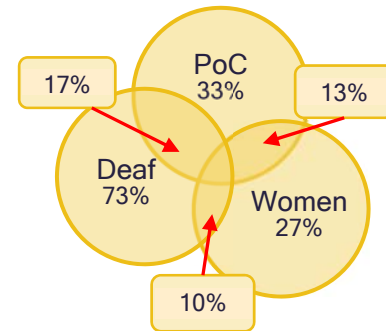
WHO WE ARE

As of October 2019, GTS had 48 full-time staff members. GTS also employed student workers and interns primarily to oversee computer lab operations, to assist with IT Service Desk and user support, and to assist with network maintenance.

GTS values diversity of approaches and perspectives that comes from encouraging and promoting the participation of underrepresented groups of people.

GTS is unique from its peers in higher education technology teams in that 73% of GTS's full-time staff are deaf or hard of hearing.

The staff includes 33% of individuals who identify as people of color (PoC) and 27% female. People of color who are also deaf or hard of hearing are 17% of the team. Women of color, 13%; and women who are deaf or hard of hearing, 10%.

PoC 33%
17%
13%
Deaf 73%
Women 27%
10%

Core Values and Team Work

GTS continued exploring and defining the team's core values in 2019. The year before, GTS identified our top ten values (More information about the values development is available in the previous year GTS Annual Report). During a staff retreat in August 2019, discussion of the top ten values continued and a shared definition of the values was agreed upon. The eventual goal is to develop a values statement and an updated mission statement. All GTS directors completed Jackie Woodside's "Transformational Leadership" training.

The icebreaker activity for the retreat allowed staff to learn more about each other. The person holding the loose end of a ball of yarn announced something about themselves and threw the ball of yarn to the first staff member to raise their hand who shared that trait or experience in common. We quickly created a web that made tangible how interconnected we are. The activity also illustrated many of our stated values: adaptability, diversity, teamwork, professional and personal growth, and empathy and respect for each other.

The retreat wrapped up with an impromptu line dance to encourage stepping out of our comfort zones, gain empathy towards our customers who may feel as awkward and uncomfortable with technology—as some of us were with dancing, and understand that being able to learn in a friendly and supportive environment is much easier than learning on our own.

Campus Participation

- Gallaudet Staff Council
- Graduate Success Work Group
- Inclusive Excellence Ambassador
- Institutional Review Board (IRB)
- Laurent Clerc Cultural Fund
- New Student Orientation/Student Success Workgroup
- Professional Development and Welfare Committee
- Professional Development Week Committee

- Retention Council
- Title IX Case Review Panel
- Student Organization Staff Advisor
- Sustainability Committee

Service Awards

35 years: Charles Bowie

20 years: James Adams

15 years: Rick Baker, Cary Barbin, Wilson Tan *(Retired 2019),* Laura Washington

10 years: Marina Dzougoutov

Presentations

GTS staff contribute to the understanding within the K-12 and higher education environments about the needs of students who are deaf and hard of hearing, and of technologies and strategies to enhance learning opportunities and accessibility for our students.

- Earl Parks and Daryl Frelich, Oracle Open World, San Francisco, CA, September 2019

Professional Development

GTS staff participate in numerous learning sessions to keep abreast of the latest technologies and emerging best practices in IT and education.

- Alliance Conference 2019, Orlando, FL, March 2019
- CampusInsight, Orlando, FL, March 2019
- CSUN Assistive Technology, Los Angeles, CA, March 2019
- CollegeNet User Conference, Portland, OR, July 2019
- EDUCAUSE 2018, Denver, CO, October 2018
- Enterprise Summit: Analytics (EDUCAUSE), Long Beach, CA, April 2019
- Garrett College (Library site visit), September 2019
- Knowledge 2019, Las Vegas, NV, May 2019
- Oracle Open World, San Francisco, CA, September 2019
- Steelcase Event, New York, NY, June 2019
- Zoomtopia 2019, San Jose, CA, October 2019

Jacquelyn Lally presenting to the Gallaudet Retention Council.

Wilson Tan (center) is treated to cake to celebrate his retirement. Also pictured (from left): Earl Parks and Daryl Frelich.

ADDITIONAL INFORMATION

IT Service Desk–gallaudet.edu/itservicedesk

GTS Website–gallaudet.edu/GTS

GTS Intranet site–my.gallaudet.edu/gallaudet-technology-services
(announcements, calendar, staff list)

Facebook–facebook.com/GallaudetTechnologyServices

GTS Annual Reports–my.gallaudet.edu/gallaudet-technology-services/about-gts/statistics-and-reports

Contact Us

Main Office

Merrill Learning Center (MLC) 1120
VP: 202-250-2507
Voice: 202-651-5494
Fax: 202-651-5213

IT Service Desk

Hall Memorial Building (HMB) W-121
VP: 202-250-2314
Voice: 202-651-5044
Email: needhelp@gallaudet.edu (only for immediate classroom support)
Service Desk portal: gallaudet.edu/itservicedesk

Harkin Digital Learning Center (HDLC)/

eLearning Center/After-hours IT Service Desk

Jordan Student Academic Center (JSAC) 1100
VP: 202-250-2553
After-hours IT Service Desk VP: 202-250-2314