

Outcome Categories	I&IT Outcomes	Performance Targets	Evidence
1. Staff will continue to become aware & promote the learning-centered paradigm in the day-to-day operation of the division	Ensure that I&IT mission and values statements support tenets of learning-centeredness	Mission and values statements include learning, assessment, and continuous improvement. TARGET MET	http://www.csupomona.edu/~iit/mission.shtml
	I&IT employees will participate in preparing & presenting sessions at the October 2006 month-long focus on becoming more learning centered	Five sessions planned and implemented by I&IT – TARGET MET	Month-long focus agenda
	I&IT employees will participate in sessions at the month-long focus	All I&IT managers will attend at least 1 session. Target for staff: 25% of I&IT staff members will attend. Superior: 50% will attend. TARGET EXCEEDED. ALL MPPs attended, up to 7 events. 69% of staff attended, up to 6 events	Spreadsheets provided by Dr. Gil Brum, additional records kept by Debra
	Learning-centeredness will be an item on the agenda for each of the quarterly division meetings	100% for fall 2006, and winter, spring, summer & fall 2007 TARGET MET	Division meeting agendas – on file with JoAnn
	Learning-centeredness will be featured in the quarterly I&IT newsletter	100% for for fall 2006, and winter, spring, summer & fall 2007 TARGET MET	http://www.csupomona.edu/~iit/oldnews/ Note: The fall 2006 newsletter is not there because we agreed to combine it with the From the VP which was published at the same time.
	Staff members will participate in professional development in support of their learning– for conferences, workshops, etc. they attend, they will learn, report, and share	Managers will work with staff to identify professional development activities. Target is 100% of our staff engage in some form of professional development. For those who attend conferences, workshops, etc. no fewer than 80% of them will prepare a report or make a presentation. TARGET NOT MET.	Professional development plans, reports Note: 5% of the staff did not participate in any professional development. Of the staff who did, 27% did not do any reporting.
	I&IT Learning will promote learning-centeredness to the campus throughout the year	At least 75% of the workshops presented by Learning will be advertised as learning-centered opportunities. TARGET NOT MET – workshops incorporated learning-centered principles but did not incorporate learning- centeredness in their marketing	n/a

<p>2. Establish measurable outcomes for learning, as well as for all university services, programs, and activities</p>	<p>Our 18-member P&R committee will examine programs & services to determine current quality/cost/ importance</p>	<p>100% of programs and services will be examined using a “triage” approach; this will result in categorization as <i>doing well, planning for change in place, examine for improvement, or examine for discontinuation.</i> TARGET MET.</p>	<p>P&R notes in Blackboard, P&R database</p>
	<p>The P&R committee will establish assessment mechanisms for its programs and services and identify which assessments will be conducted during 2007.</p>	<p>50% of the 100+ programs and services will have defined assessment mechanisms with timelines; assessments will be carried out for 10% of all programs and services. TARGET MET.</p>	<p>P&R notes & LC report in Blackboard</p> <p>All 104 Services that I&IT offers had an initial triage. 7 were identified as needing in depth reviews and 16 identified as already under some type of review process (22%). We identified ongoing assessment cycles for all services.</p>
	<p>All I&IT administrators will have workplans with measurable outcomes. I&IT management will work with staff to develop workplans with measurable outcomes for use in their next performance evaluation.</p>	<p>With few justified exceptions (no more than 10% of staff), all I&IT staff will have workplans with measurable outcomes. TARGET MET.</p>	<p>Workplans on file with JoAnn</p> <p>Note: There are 76 employees in I&IT this year; of this 7 people do not have workplans. One of them is a retired annuitant and 6 were new employees hired into the division this year. 90.79% of our staff have workplans this year.</p>
	<p>I&IT administrators will seek continuous improvement of their leadership and management. Some will attend workshops; time in leadership meetings and retreats will be devoted to helping each other in this area.</p>	<p>All I&IT administrators in place on September 1 will develop a “management improvement” strategy with associated outcome assessment methodology and will report on outcomes no later than July 1, 2007. All members of the leadership team will make monthly reports to the vice president on progress toward achieving workplan goals. TARGET NOT MET.</p>	<p>Leadership Team meeting minutes, reports</p> <p>Note: One administrator, no longer here, did not develop a strategy. Another submitted his report, but much later than July 1.</p>

	I&IT meeting agendas will include the outcomes, either of the committee/task force or of the specific meeting.	At least 75% of meeting agendas will have defined outcomes. This will be assessed quarterly and results reported to the leadership team. TARGET MET	We collected sample agendas from I&IT meetings through out the year. 77.78% of those agendas had outcomes defined. Report and evidence is on Blackboard.
3. Use assessment feedback to modify activities for continuous improvement	The assessments described in Outcome 2 include a specific review cycle and will be reviewed as defined.	At least 75% of the assessments will be completed on time. Assessment results to be shared through Learning Centered webpage and in division meetings. TARGET MET.	P&R Notes, LC report in Blackboard Out of the 7 services needing further review, all but one was completed on time (85.7%)
	Changes to production systems proceed according to an approved change control request. The review of such requests includes assessment of potential impacts, both positive and negative.	All such changes have documented change control requests. No more than 5% of these are submitted retroactively. Compliance is enforced by the Operations Team. TARGET MET	CCRs posted on change control calendar, Operations meeting notes As of July 24, 95 CCRs were submitted and 4 of these were retroactive. This meets the goal as only 4.21% were retroactive. We will perform this assessment of compliance each summer.
	Post mortem reviews are conducted following incidents (failures of production systems). The review includes identification of next steps and lessons learned.	Timely post mortems are conducted – a post mortem is conducted for every incident; at least 75% of these are submitted within two weeks of the incident and no more than 5% are submitted more than a month after the incident. All post mortems are reviewed at least annually to ensure that lessons learned and next steps have been acted on. TARGET NOT MET.	Post mortems, Operations meeting notes, and annual review documents posted on Blackboard site <u>Percent of Post Mortems completed within expected time goals:</u> 2 weeks or less (52%) 2 weeks 1 day to 4 weeks (19%) 4 weeks 1 day or more (29%). We continue to strive for the 75% target.

<p>4. Engage the entire campus community by intentionally creating opportunities for collaboration among members of the university community</p>	<p>I&IT will maintain the following collaborations and continue to seek additional partnership opportunities. 1) all divisions collaborate on IT Governance, BroncoData and the Accessible Technology Initiative; 2) collaborate with AcA, AdA, SA on PeopleSoft & BroncoDirect; 3) collaborate with AcA and Facilities Mgmt (FM) on learning-centered classroom technology project; 4) collaborate with AcA on faculty development, learning-centered laptop program support for faculty research, providing labs for faculty & students, and web applications including online student evaluations, Senate voting, BroncoCompass; 5) collaborate with FM on infrastructure planning & maintenance; 6) collaborate with all campus technical staff (collectively and individually) on shared challenges, planning central infrastructure changes, ensuring security, responding to new technologies, etc.</p>	<p>We will evaluate annually the quality of our collaborations, the number of new collaborative ventures we have begun, and the opportunities to forge additional collaborative efforts. For some of the collaborations (e.g., classroom project, BroncoData) assessments of the quality of the associated service will be conducted. Others have externally-mandated goals and timelines (e.g., ATI and PeopleSoft upgrade). TARGET MET.</p>	<p>Written report in Blackboard.</p>
<p>5. Measure the division's success by how well staff meet objectives and outcomes</p>	<p>Activities described in sections 2 and 3 address this outcome, as does the fact that staff workplans facilitate our measuring the extent to which they meet objectives and outcomes.</p>	<p>Conduct annual (or more frequent as necessary) staff evaluations that focus on success in meeting workplan goals. TARGET MET. Staff evaluations are completed on schedule.</p>	<p>Evaluations on file with JoAnn and HR</p>
<p>6. In the classroom: a. Focus on what is learned, not what is taught; b. Incorporate "learn-by-doing" activities so students have opportunities to apply what they learn; c. Encourage students to take charge of their learning</p>	<p>Our "classroom" consists of the students who work for us. We give them some instruction, but for the most part they learn by doing and their work is all about applying what they learn. They are responsible for their learning and their work. Our focus is certainly on what they learn because that's what we need them to do.</p>	<p>A task force will be convened to review our effectiveness and recommend enhancements. The task force will collect examples of student training materials, conduct surveys or focus groups with student workers, provide a report to the division at the summer 2007 division meeting. TARGET MET.</p>	<p>Task force report in Blackboard</p>
<p>7. Take account of who its staff are as people, and the pressures they are facing</p>	<p>Staff members have workplans that make expectations explicit and they have professional development plans that demonstrate our commitment to their growth as people and as professionals. The division has a communication plan that includes ensuring that our staff are well informed about the division's initiatives, priorities, progress on these. A number of our staff are pursuing degrees and we make accommodations in support of these important</p>	<p>We will conduct at least one survey of our staff during 2007 to determine the degree to which these activities meet their needs and solicit suggestions for improvement. TARGET MET.</p>	<p>Report on survey results stored in Blackboard. Actions taken by Leadership Team captured in LT meeting notes and division meeting PowerPoint presentations</p>

	efforts. We express our appreciation for their efforts, and we include them in decision-making. We work hard to make division meetings interesting to them, and to plan social events for their enjoyment.		
8. Allocate budget and build/maintain facilities to support a learning environment	The learning-centered technology classrooms we plan and build are designed to support a learning environment. Our budget allocations support infrastructure (hardware and software) and staff whose efforts support the faculty and students in ensuring learning, as well as administrative processes that smooth the way.	We will conduct a survey during winter 2007 to ascertain the satisfaction with our classrooms and to identify improvements we can implement in our summer 2007 classroom project. TARGET MET	Report on survey results is posted in Blackboard. Recommendations for enhancements are incorporated into current practice.
9. Recognize and reward activities that advance these principles	I&IT staff and management <i>is</i> learning centered. We recognize contributions and achievements by sending emails and notes. When others recognize contributions, praise our staff and copy us, we thank the client and express our appreciation and pride. We thank our student workers with a June graduation celebration at which we provide certificates to the graduates and to which all student workers are invited. We also host recognition luncheons for completion of big projects – the data center migration, the summer 2006 classroom project, etc. We invite our partners to these events as well. We have also recognized achievements in our newsletters and division meetings. Beginning in spring 2007 we will intentionally feature recognition in each of our newsletters and division meetings.	Each of our spring, summer, and fall 2007 newsletters and division meetings will highlight examples of learning-centered accomplishments. No later than June 2007 the I&IT Leadership Team will review its recognition activities and identify enhancement to be put into place no later than September 2007. TARGET MET.	Newsletters, Division meeting agendas, report by Leadership Team at division meeting.
10. Ensure full institutionalization	Convene Learning-Centered task force to review the success of this plan and to determine whether we need a follow-on plan.	Task Force is convened in early October 2007 and reports recommendations by end of fall quarter. IN PROCESS – task force has been convened and completed a first draft of a successor learning-centered plan.	New I&IT Learning-Centered Plan will be posted in Blackboard by March 1, 2008.

This document is a plan spanning September 2006 through September 2007. Twenty-two outcomes were defined. 16 have been met, 1 exceeded, 3 partially met, and 1 not met. The final outcome is to determine whether a successor plan for 07-08 is needed. While we are well on our way to reaching a tipping point beyond which being learning centered is fully embedded into our divisional culture, we are preparing a plan for 07-08 and expect it to be completed by mid-March 2008.