

# **WAYCROSS COLLEGE TECHNOLOGY PLAN**

**March 2003 – June 2005**

**Approved: February 19, 2003**

**WAYCROSS COLLEGE  
TECHNOLOGY PLAN  
INDEX**

<u>Section</u>	<u>Description</u>	<u>Page Numbers</u>
Part 1	Overview of Technology	1 – 4
Part 2	Microcomputer Acquisition and Management Plan	5 – 9
Part 3	Technology Goals Report – Status of Goals by Division and Department	10 – 19
Part 4	Division and Department Goals and Objectives Fiscal Years 2003 – 2005	20 –
Part 5	Appendices A – Computer Inventory by Processor Type B – Computer Inventory by Department C – Technology Equipment/Software Request Form D – Waycross College Planning Priorities E – Board of Regents Technology Principals	

**WAYCROSS COLLEGE  
TECHNOLOGY PLAN  
March 2003 – June 2005**

**Part 1: Overview of Technology**

**Institutional and External Environments**

Being a small two-year school impacts the College's budget, and thus funds available to be budgeted for the purchase of new computing equipment and the upgrading of current equipment. Through grants, lottery funds, technology fees, year-end monies, etc., the College has been able to purchase substantial amounts of computer equipment and software.

With technology changing as rapidly as it has in recent years, it is impossible for a small college with limited resources to always have the most up-to-date computer equipment, but Waycross College has done exceptionally well. The College has always had as a top priority to provide computer equipment and software to its faculty, staff, and students that was sufficient to accomplish its stated mission. Many times equipment has been purchased in stages using the most economical means available. However, quality and compatibility have always been a part of the equation.

Where possible the College has taken advantage of software written for the University System in order to better utilize available resources and to access software, programming, and support expertise that would otherwise be beyond our financial means. In addition, the College has used "public domain" software wherever possible.

The College LAN system was installed in January 1995 and is compatible with the protocols set by the University System for access to PeachNet. The system has been upgraded and expanded since its initial installation to provide email and Internet access to faculty, staff, and students. Students have access through computers located in two labs, the Academic Support Center, the Library, and various other campus locations.

The College has been challenged to provide adequate space for academic as well as administrative computing needs. Present facilities include two computer labs, the Academic Support Center, allocated space in the Library, and the computer center which houses our mainframe system, networking equipment, PeachNet equipment, email server, as well as office space for the four members of our computer center staff.

**Computing Environment**

Organization. Computing at Waycross College is organized into one department for both academic and administrative computing. The department is headed by a Director of Computer Services who is under the direction of the Vice-President for Business Affairs, who is directly responsible to the President of Waycross College. Academic staff has input into decisions affecting academics through the Vice President and Dean for Academic and Student Services.

The computer services department, consisting of a Director, Systems Analyst, Network Support Specialist, and a Computer Support Specialist, is responsible for all administrative computing hardware and software systems, which include Banner and PeopleSoft as well as two academic computer labs. They are also responsible for providing support for all PCs, printers, peripherals, applications, and operating systems; maintaining the campus computer network as well as maintaining the email system for faculty, staff, and students. Student assistants are trained to assist students with email.

The Computer Services staff also provides support for library software, hardware and network facilities.

The Instructional Technology Support Specialist (ITSS) has responsibility for classroom and faculty instruction related computer support and distance learning technology support. The ITSS also has responsibility for the campus web site and is Webmaster for the College. This department is under the direct supervision of the Vice President and Dean for Academic and Student Services.

A campus technology committee, the Electronic Data Processing Committee, with representatives from the faculty, staff, and administration is charged with oversight of computing activities and planning for the College. This committee is an advisory committee that reports directly to the President. This committee must approve request for technology equipment and software costing \$ 2,500 or more per unit and all micro systems regardless of unit cost.

Current Equipment/Software. A detailed listing of all campus PC's and the mainframe configuration is included in Appendix A and Appendix B. PCs are Pentium, Pentium II, Pentium III, or Pentium IV architecture. Macintosh systems, which are located in our Foreign Language Lab and student newspaper office, are Power PC. All PCs are connected to the campus network.

The campus network is based on Category 5 or 5e cabling in all buildings and fiber optic lines connecting the buildings. The network is monitored using a Fluke Optiview network analysis device, bandwidth monitoring, and other network monitoring hardware and software. The Optiview provides lists of devices connected to the campus network. It also lists current and potential problems as they show up on the network.

Our mainframe for administrative applications is a HP L Series 1000 server with 1024 MB memory. The operating system on the HP is Unix. Administrative software packages include Baseline Banner, Banner Web, PeopleSoft Human Resources/Payroll System and PeopleSoft Financials/Budget System.

All faculty and administrative offices have one or more microcomputer systems including printers as well as appropriate software. Faculty and staff have access to these any time the campus is open which is generally from 6:30am until 10:30pm seven days a week. Faculty and students have access to microcomputers in the computer labs during normal operating hours except when a class is in progress. Computers are available in the library for access to the online catalog (GIL), GALILEO, the Internet, and student email at times when the library is open. The

Academic Support Center also provides student access to computers for individualized assistance in math, English, reading and various other computer assisted software applications.

Examples of software used by academic staff include MS Office, test generation, authoring systems, desktop publishing, graphics/photos, computer languages, scanning, grade books, WebCt, and tutorials.

The Library utilizes the Voyager Library System by Endeavor to provide access to the online catalog and to the Universal Catalog, a shared database of the University System of Georgia's library catalogs. The Voyager System is integrated software system providing staff functionality for the circulation, cataloging, acquisitions, serials, and reporter processes. The Voyager software, as it applies to the staff functions, is loaded, updated, and maintained on individual library staff workstations by the designated local site Systems Administrator. Input, deletion, and the integrity of bibliographic data for the catalog records are generated at the local level (Waycross College Library). However, all Waycross College bibliographic and patron records are collectively stored on a server(s) located at the University of Georgia. A server site coordinator at the University of Georgia maintains applications and processes at the server level. The GALILEO/GIL Steering Committee establishes policies and protocol of GIL/GALILEO services.

The College Bookstore utilizes a Point of Sale system that uses Digital hardware running on a Univac operating system. Four cash registers are connected by network to the CPU, which is also connected to the campus network. An inventory control system is a very important component of this system.

A stand-alone computerized sales system is used in Food Service. This system is used for sales and volume of items sold now but may be expanded in the future for menu planning and inventory control.

Data Communications Facilities. As previously mentioned, the College's local area network consists of category 5 and 5e cable, 10/100 base T running NT. This network links the College to PeachNet via a T1 telecommunications line. Virtually all applications run on this network.

Standards. All purchases of hardware for academic computing should be appropriate for instructional or research purposes in a two-year college program and be compatible with current systems available on campus, or those anticipated in the near future. Guidelines and/or recommendations from the Office of Instructional and Information Technology (OIIT) are used when available for academic and administrative purposes. The OIIT Technology Procurement Policies and Procedures are followed. Purchases of administrative hardware should be compatible with present hardware systems, or those anticipated for future applications.

All requests for hardware and software, with a dollar value of \$ 2,500 or more per unit, and for micro systems without regard to the cost, are presented to the College's Technology committee for review and approval to ensure compatibility with present hardware and software and anticipated future changes. Information technology purchases totaling \$ 50,000 or more for non-

state contract items must be presented to OIIT for approval. Microcomputer systems purchased from state contracts totaling \$ 100,000 or more must be sent to OIIT for approval. In addition, all purchases must be consistent with the goals and objectives established for each division and the College.

In the purchase of software for academic computing, public domain or “freeware” software alternatives should be explored first. All software is evaluated on the basis of compatibility with current software and equipment. The level of support from vendors is also a major consideration when obtaining software. All software purchases should be within the goals and objectives established for each division and the College.

Purchases for communications purposes should be based on the guidelines of the University System Computer Network for compatibility with PeachNet.

Strengths and Weaknesses. The College has always recognized the need for computer technology in its academic and administrative functions. The College, within its resources, has provided hardware and software to facilitate and/or enhance instruction, learning, and its day-to-day operations. The College has placed a microcomputer and access to PeachNet at the desk of each faculty and staff member. It has attempted to make adequate computer resources available to its students so they can meet the demands of their various disciplines. In recent years, the administrative computing system has been greatly expanded to meet the demands of new software for student records, financial aid and for human resources, payroll, budget, accounting and financial systems, better know as Banner and PeopleSoft. With the advent of GALILEO and our on-line check out system, the College library has become a haven of computer technology and a resource for faculty, staff, and students. Two student computer labs provide state of the art equipment and software for students. A foreign language computer lab provides excellent support for foreign language students. The Academic Support Center provides computers for individualized computer assisted instruction.

The College created an Instructional Technology Support Department in 1995 to provide technology support to faculty. Created through Special Funding Initiative Funds, the department has provided not only staff support but also equipment and software for faculty to use in bringing technology into the classroom.

Because of rapidly changing technology and ever increasing needs, the College will continue to struggle with funding for almost continual upgrading of computing equipment and software. Faculty members are working with web-based instruction on a limited basis.

An additional need is staff support. Demand for support continues to rise. With the increased use of web technology for both administrative and academic applications there will be a need for additional staff to maintain and oversee this area as well. Our web site and server are currently included in the responsibilities of the ITSS. We are extremely challenged by the market demand for computer support personnel to attract and to keep qualified staff.

Assumptions. In developing the College's Technology Plan, the following assumptions were made:

- Currently used platforms: HP G-70, HP L1000, Sun Sparc Station, Sun Netra Server, and NT/2000 servers.
- Guidelines and hardware and software standards approved under the College's Microcomputer Acquisition and Management Plan will be followed.
- Faculty and staff should have a microcomputer, appropriate software, and access to PeachNet.
- Students should have access to up-to-date microcomputer systems.
- Software and hardware will be replaced and/or upgraded on a timely basis.
- Students will have email accounts provided by the College.
- Technology can enhance instruction in classes.
- Technology can enhance the access to and sharing of information.
- Technology can enhance faculty development.
- Web based technology will be utilized for both administrative and academic applications.
- College technology goals and objectives will support the Institutional Planning Priorities as set through its Planning Council.
- College technology goals and objectives will support the Information and Instructional Technology Strategic Plan for the University System of Georgia.
- Computer Services provides free printing in the Computer Labs, the ASC, and the Library.

## **Part 2: Microcomputer Acquisition and Management Plan**

This plan is to facilitate the purchasing and use of microcomputer equipment and software as a part of our campus Technology Plan. This plan is to formalize the procedure for the approval, acquisition, and management of hardware and software for microcomputer systems throughout the College. All units of the College will be covered by this plan.

### **Objectives and Scope**

The primary goals of this plan are as follows:

1. Formalize the local approval process for the purchase of microcomputer systems.
2. Establish steps and timelines for the approval process.
3. Establish standards for hardware and software for microcomputers.
4. Establish standards for communication and networking capabilities for microcomputer systems.
5. Provide detailed information about standards for microcomputer systems in order that appropriate systems meeting standards are easily identified.

### **Approval Process – Policies and Procedures**

The approval process for the purchase of microcomputer system hardware and software will consist of the following steps:

1. Requests will be submitted in a format established by the Technology Committee. This is required for all equipment or software with a cost per unit of \$ 2,500 or more and for all microcomputer systems. (See Appendix C)
2. All requests will be sent to the Chairperson of the College Technology Committee. The Chairperson will verify that the request is consistent with the College Technology Plan, Division Technology Planning Goals and Objectives, and that established standards for equipment and software are met. The request may be returned to the originator for corrections and/or changes if needed.
3. Requests will be forwarded to members of the Technology Committee after the Chairperson completes the review as outlined.
4. If the request is approved, it will then be forwarded to the College's Administrative Computing Informational Technology Institutional Representative (ACIT) for approval. If either the Technology Committee or the ACIT Representative does not approve the request, it will be returned to the originator with comments and an explanation of the disapproval.
5. If the request or a combination of requests for similar equipment and/or software has an estimated cost of \$ 50,000 or more for non state contract items and \$ 100,000 for state contract items, approval from the Office of the Vice Chancellor for Information and Instructional Technology is required. The ACIT representative will prepare this request for approval.

6. The approved request must next be attached to a requisition for purchase and forwarded to the Procurement Office in the Office of the Vice President for Business Affairs. (Note: Approval of the request does not constitute approval for purchase.)

The Technology Committee will meet as necessary to consider requests. If possible the request will be circulated to members for approval so that a meeting is not needed. If meetings are needed they will be scheduled close to the middle of the fall and spring semesters. All requests should be to the Chairperson of the Technology Committee two weeks prior to the scheduled meeting. Should special circumstances merit additional meetings, the Chairperson will call meetings as needed to process requests.

The Chairperson of the Technology Committee will be responsible for submitting any reports that may be required in conjunction with this plan to the ACIT Representative.

The units of the College will be asked to evaluate the policies and procedures in this plan on an annual basis. The Technology Committee will review these evaluations and make any adjustments that may be deemed necessary to improve the plan and to better meet the goals and objectives established.

### **Hardware Policies, Procedures, and Standards**

The following minimum standards will be followed when requesting microcomputer systems:

1. Intel Pentium IV, or greater, microprocessor for PC systems.
2. Power PC for Apple Macintosh systems.
3. FCC certification and UL listing required.
4. 128 MB of Random Access Memory with upgrade capabilities.
5. Monitors – 1024 x 768 VGA non-interlaced for Intel machines.
6. Monitors – High-resolution color for Macintosh machines.
7. 40 gig hard drive; 3.5” disk drive, 24X CD-ROM or 4X DVD drive.
8. Ethernet card capable of connection to campus network – 10/100T.
9. Three-year warranty for parts and one-year labor.
10. Location of service during and after warranty must be stated.

All microcomputer systems will be purchased from state contracts. All requests must give the name and location of recommended vendor and state contract number. Requests for microcomputers from sources other than state contracts will not be approved unless the equipment requested is not available from a state contract.

All microcomputer systems require approval. Upgrades to existing systems and peripherals with a unit cost of \$ 2,500 or more require approval.

Computer systems and peripherals will be moved, maintained, inventoried, and set up by Computer Services staff. Computer Services will do the initial set up after equipment is delivered. The department requesting computer systems and peripherals to be transferred, relocated, or declared surplus should complete the Request for Equipment Transfer form. When

the Vice President for Business Affairs approves the change, a copy of the approved form will be forwarded to the requesting department and Computer Services. Computer Services staff will move computer systems and peripherals. No other College personnel are authorized to move computer equipment.

Computer Services will maintain an inventory of College computer systems in an Access database. Included in the database is the hardware information of the computer – processor, type, RAM, hard drive, ip address, Mac address, and college decal. Also included are the employee and division who are responsible for the equipment. An inventory of software loaded on each computer is maintained to insure that license agreements are not violated and that users do not download software that could interfere with the supported software already installed. Copies will be provided to division/department chairs on at least an annual basis to assist with maintaining an accurate inventory and proper safeguards of equipment.

### **Software Policies, Procedures, and Standards**

The following standards will be followed when requesting software:

1. Operating system for Intel machines is Windows 98, Windows 2000, or Windows XP.
2. Operating system for Macintosh machines is OS X.
3. Word processing system approved is Microsoft Word.
4. Spreadsheet software approved is Excel.
5. Virus protection approved is McAfee.
6. E-mail software supported is Eudora.

Administrative applications running on the HP minicomputer will be compatible with the Unix operating system.

All requests for software will be subject to the review of the Director of Computer Services. Approval of the Technology Committee is required if the unit cost is \$ 2,500 or more.

Software requests for the academic labs will be reviewed by the division chairperson and approved by the Director of Computer Services.

All software and licenses will be received and inventoried by the Computer Services staff. The software and licenses will be stored in the Computer Services Department. Where economically feasible, software licenses will be purchased for the College through the Computer Services Department. All software will be loaded and installed by Computer Services staff. Computer Services staff will request quotes from vendors for software and hardware.

### **Communications/Networking Policies and Procedures**

All microcomputer systems will have 10/100 Ethernet cards installed to allow for proper connections to the College network.

Wiring for the campus network and any networks installed on campus will be twisted pair category 5 cabling in buildings and fiber optic between buildings. The recommended network software is Microsoft or NT, and the protocol for the network will be TCP/IP.

Computer Services will provide support for the campus network.

### Support Services

Support for microcomputer systems is provided through the Office of the Director of Computer Services. This office should be contacted when information is needed concerning existing microcomputer systems and software. This office is also available for consultation on the purchase of microcomputer systems and software. Computer Services staff will secure all quotations for computer equipment purchases.

Computer Services staff work from a computerized work order system on a first come first served basis. The Director assigns all work orders. Work order requests may include troubleshooting hardware and software; installation and set up of new systems; and installation of new software. College personnel are advised not to install and set up new equipment and software or move existing equipment

Computer Services staff is responsible for the operation and maintenance of the academic computer labs. Only Computer Services staff is authorized to work on existing equipment, order and set up new equipment, and to load existing and new software. Request for maintenance of new equipment and software should be made to the Director of Computer Services via the work order system.

All campus microcomputer systems are initially covered under warranties. After warranties expire, decisions are made to either continue the warranty with the vendor or to maintain systems using Computer Services staff expertise. Consultation with Computer Services staff is recommended before a decision is made. Computer Services staff will coordinate repairs with outside vendors. Cost of extended warranties and repairs will be charged to division and department budgets.

### Security

The College Computer Services System Administrator grants access to critical systems. The Director of Computer Services is the System Administrator. Requests for valid login accounts should be made in writing and approved by division/department heads.

All mainframe system valid account passwords are changed often, usually every ninety (90) days. If a user fails to login properly the system will exit the user after three attempts. Employee terminations, transfers, and resignations should be reported to the System Administrator in order that valid logins may be deleted immediately.

All currently enrolled students may request email accounts. Computer Services staff assign accounts and user Ids. Student email accounts are deleted if the student fails to return after a given semester.

There are internal safeguards in many software packages that restrict user access. Only software licensed to the College should be installed on College owned computer systems. Computer Services staff maintains software license agreements. All software is loaded and installed on academic and administrative computing systems by Computer Services staff. Computing systems are checked periodically for unlicensed software. If unlicensed software is found it will be removed and reported to the Director of Computer Services.

All systems run virus protection software. McAfee AntiVirus is the software approved for use on College computer systems. Computer Services has loaded this software on all systems.

All critical systems are backed up to disks and tape nightly. Critical systems are Banner, PeopleSoft, and Email. These systems are housed on our mainframe system, NT server, and mail server. Back-up copies are stored in a fireproof vault in the Business Office and in a fireproof safe located in the Physical Plant Building. All back-up copies are verified. Data has been restored from back up to determine its accuracy. PeopleSoft backup is performed and managed by OIIT.

Each College employee using College computer equipment in the performance of duties shares in the responsibility for providing security for both hardware and software. All logins should be kept confidential and not shared with other employees or students. Access to computer systems should be restricted to only those authorized to have access.

Network connections are subject to disconnection without prior notice for security reasons. Security testing and analysis (such as attempts to circumvent network/server security) will be conducted by Computer Services staff or OIIT staff only.

Use of personally owned devices (such as laptops) on the campus network is prohibited, unless the Director of Computer Services has granted prior permission.

Offices and labs are secured when not in use and are checked after normal operating hours by security personnel.

The Technology Committee will monitor and evaluate security and will make appropriate suggestions where warranted to the various units of the College.

#### Local Policies

The URL for the Waycross College Computer Use Policy is located at <http://www.waycross.edu/policy.htm>.

**Part 3: Technology Goals Report – Status of Goals by Division and Department**

**Fiscal Years 2001 – 2003**

Assessment Plans are included in a separate file.

#### **Part 4: Division and Department Goals and Objectives - March 2003 – June 2005**

Goals and objectives for the College are housed in the individual units of the College. Unit will give technology goals and objectives as follows:

1. Division of Natural and Social Sciences
2. Division of Mathematics, Business and Physical Education
3. Division of Learning Support
4. Department of Continuing Education
5. Division of Library Services
6. Office of Minority Advisement
7. Office of the Vice President and Dean for Academic and Student Services
  - a. Academic Development
  - b. Off Campus Programs
8. Office of Instructional Technology and GSAMS
9. Office of the Director of Student Life
10. Office of PREP
11. Office of the Director of Financial Aid
12. Office of the Director of Records and Admissions
13. Office of the President
14. Office of the Vice President for Business Affairs
15. Office of the Director of Computer Services – Administrative and Academic
16. Office of the Director of Development and Community Services
17. Division of Physical Affairs
18. Auxiliary Enterprises

All Unit Technology Plans will be included in a separate file.

**Part 5: Appendices**

**Appendix A  
Computer Inventory by Processor Type**

Appendix A will be maintained in a separate file.

**Appendix B**  
**Computer Inventory by Department**

Appendix B will be maintained in a separate file.

**Appendix C**  
**WAYCROSS COLLEGE**  
**TECHNOLOGY EQUIPMENT/SOFTWARE REQUEST**

**Individual Responsible for Equipment/Software**

Originator \_\_\_\_\_

Division/Department \_\_\_\_\_

Equipment/Software Location - Building \_\_\_\_\_ Room No. \_\_\_\_\_

Primary Use of Requested Equipment/Software: \_\_\_\_\_ Administrative \_\_\_\_\_ Instruction

---

Description of Equipment/Software Requested:

<u>Item</u>	<u>Quantity</u>	<u>Description</u>	<u>Model No.</u>	<u>Cost</u>
-------------	-----------------	--------------------	------------------	-------------

Total Cost \$ \_\_\_\_\_

---

State Contract Information: Contract No. \_\_\_\_\_

Vendor \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

(Attach price quote if available)

---

Funding Source: State \_\_\_\_\_ Grant \_\_\_\_\_ (Give % if funded from more than one source)

---

Data Communications/Networking:

Will equipment be connected to campus network? Yes \_\_\_\_\_ No \_\_\_\_\_

Will modem be required? Yes \_\_\_\_\_ No \_\_\_\_\_

---

Reference College Two Year Technology Plan:

Justification for Request: Please give brief explanation for request including equipment that will be replaced, new requirements, job duties, etc.

---

Requested by: \_\_\_\_\_ Recommended by: \_\_\_\_\_  
Originator Division Head

Date: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewed and Recommended by: \_\_\_\_\_  
Chairperson, Technology Committee

Date: \_\_\_\_\_

---

**APPROVAL: Technology Committee at its meeting of \_\_\_\_\_**

**INSTITUTIONAL APPROVAL NUMBER: \_\_\_\_\_**

\_\_\_\_\_  
**ACIT INSTITUTIONAL REPRESENTATIVE**

\_\_\_\_\_  
**DATE**

**Appendix D**  
**WAYCROSS COLLEGE**  
**PLANNING PRIORITIES**  
**2002-2007**

1. Developing graduates with defined skills and knowledge and capable of leadership and citizenship in an interconnected world;
2. Increasing academic productivity through improved recruitment, increased retention, accelerated graduation, expanded credit generation, augmented continuing education opportunities, and increased usage of current technology;
3. Increasing enrollment by maintaining quality, enhancing diversity, focusing on the needs of nontraditional students, increasing distance education opportunities, advancing library usage, and marketing the advantages of Waycross College to all Southeast Georgians;
4. Strengthening and enhancing student development activities, programs, and services and increasing student participation in Student Life activities;
5. Evaluating and adopting appropriate technology for student learning and college operations;
6. Increasing, diversifying, and strategically allocating funding;
7. Increasing community awareness of educational offerings, services, and programs through publicity, public relations, publications, the Waycross College Foundation, and alumni activities;
8. Fostering partnership with communities, businesses, education institutions, local governments, and industries;
9. Providing superior physical resources to support quality instruction, student development, public services, and college development;
10. Seeking the most efficient, effective, and technologically sound business and service best practices and regularly comparing ourselves to peers.

**Appendix E**  
**The University of Georgia**  
**Information and Instructional Technology Strategic Plan**  
**Goals and Objectives**  
**April 1, 2002**

**Goal #1:      Enhance Student Learning**

Student learning and development are empowered by technology. The USG provides a seamless environment for learning through boundless access to information, educational, and research resources both inside and outside of the classroom for all types of students from undergraduates to the life-long learners.

Strategic Objectives:

1. Establish a mechanism to research the impact of technologies on student learning, retention, and graduation and to translate results from the research into curriculum planning and teaching methodologies.
2. Create an environment for enhancing learning where opportunities and resources are explored, best practices are collected, and deployment strategies are developed, implemented, and evaluated. Examples include distributed education, effective use of technology in the classroom, and library linkage.
3. Create the means for easy, efficient, and reliable access to learning resources anytime and anyplace and for learning experiences that enable collaboration among learners.
4. Develop a common architecture that encompasses available educational resources and systems and breaks down barriers between institutions, libraries, and other sources of learning.
5. Continually improve standards, policies, procedures, and services that facilitate Seamless, integrated learning.
6. Develop a comprehensive and ongoing training program for faculty, staff and end users to ensure effective use of technology than enhances learning.

**Goal #2:      Expand reliable and secure access to information and services**

A robust, secure, and flexible infrastructure allows efficient and reliable access to information and accurate data for learning, research, and decision-making.

Strategic Objectives:

1. Develop a robust, high-availability infrastructure to adequately support the delivery of exemplary information and instructional technology services throughout the University System of Georgia.
2. Develop and implement a Systemwide plan that includes policies and procedures for

ensuring security and business continuance.

3. Develop and implement systems that support and enable effective data entry that uses integrated, accurate, and consistent data definitions and data systems to ensure the integrity of data and information throughout the System.

**Goal #3: Increase customer focus**

IIT encourages and supports an operational environment in which characteristics of its customers – students, faculty, staff, and the Georgia residents – are identified, their needs are understood, relationships and expectations managed, and quality assurance is fostered for high-quality services and support.

Strategic Objectives:

1. Identify IIT customer characteristics and determine their expectations and needs.
2. Develop and implement a Systemwide customer relationship management system in support of customer needs.
3. Establish a mechanism that leverages the resources of the System to facilitate educated decision making by customers regarding instruction, research, information access, and service offerings.

**Goal #4: Ensure continuous innovation**

Information and instructional technology capabilities and solutions are anticipated, planned, and implemented in a manner that provides the greatest overall benefits to the customers of the University System of Georgia institutions and the Georgia public libraries.

Strategic Objectives:

1. Develop an ongoing plan and implementation strategies for monitoring, evaluating, and delivering emerging technologies appropriate for our customers and the current and projected USG projects, initiatives, and academic and research strategies.
2. Assess the Systemwide use of technology in research and economic development and develop appropriate support structures that facilitate effective use of technology to further both.

**Goal #5: Effectively and efficiently plan and manage IIT operations**

An IIT operational environment exists and is adequately supported so that resources are matched with services, costs are effectively managed, resource alternatives are explored, resources are shared and used to their maximum potential, collaboration is a priority, and services are continually improved.

Strategic Objectives:

1. Develop a strategy for ensuring that information and instructional technology is an

integral component of ongoing planning at all levels throughout the University System and its institutions.

2. Develop objective criteria for decision-making and for determining the most advantageous methods for supplying services and support for the University System of Georgia.
3. Develop a strategy for integrating technology resource needs with long-term budgeting, facilities planning, and overall program development.
4. Assess the Systemwide information and instructional technology resource needs and options, and develop and implement a comprehensive resource management program that includes exploring innovative funding and a focus on value effectiveness.
5. Develop and implement a Systemwide program for recruiting, hiring, retaining, and training qualified IIT staff to ensure quality and competitiveness within the IIT marketplace.