```
┌─────────────────────────────────────────────┐
│              Unit Strategic Plan             │
│                                              │
│                 2015 - 2017                  │
│                                              │
└─────────────────────────────────────────────┘
```

Every two years, during spring semester, programs/departments/service units are asked to develop Unit Strategic Plans. These plans need to be closely aligned with the Institutional Action Priorities, the College's Long Range Goals, and the College's five year strategic plan. The Strategic Plans incorporate and reflect the operation of that unit at all campuses and instructional sites. Each unit's budget needs to reflect the fiscal implications associated with the unit's identified goals and objectives.

Name of Program/Department: Information Technology

Mission Statement (for the program or department):

The primary purpose of the Information Technology (IT) department is to support and promote the effective integration of technology into college practices to maintain highly effective, reliable, secure and innovative information systems that support instructional, administrative, student services and institutional effectiveness. IT will select, design and implement solutions designed to meet the business and instructional needs of the College.

Summary of Access, Productivity and Effectiveness (Including, but not limited to, program load, success rate, retention rate, completion rate, employer surveys, student surveys):

The review of support logs quantifies the outcomes of the IT department. The effectiveness and weaknesses in the mission of the IT department will be dependent on the analysis of the data. User requests and complaints have been analyzed and divided into areas of support.

 The IT department was successful in providing reporting and technical support within an acceptable timeframe. The number of reports increased due to completion of NCCBP – National Community College Benchmark Project. The system management must be streamlined to effectively serve the increased footprint and enrollment of the College.

	2013-2014	2014-2015
Major IT Projects	14	13
Reports	24	258
Service Requests	1641	2194

Internal Conditions:

The accomplishment of the IT mission is dependent on the budgeting of additional staff to cover the College's geographical expansion and increased enrollment. The need for additional and replacement of equipment will provide the infrastructure to meet the critical technological needs of the College.

1. **Technology**
   a. Changing technology trends will always be a challenge for the IT department.
2. **Budget**
   a. The completion of proposed projects is dependent on availability of funding.
3. **Staffing**
   a. With the increase in our geographical footprint, the loss of staff supporting the academic PC labs, the increase in supported applications and the increase in enrollment, additional staffing is needed to adequately support the functions of the College.
4. **Resources**
   a. Resources needed are addressed in the Strategic Plan.
5. **Enrollment**
   a. Changes in enrollment are a key driver in the staffing & resources necessary to meet the service level requirements.
6. **Facilities**
   a. Facilities and related infrastructure are adequate. The IT department must continuously evaluate the facilities and infrastructure to ensure it supports the College's technical requirements.
7. **Equipment**
   a. Equipment needs are addressed in the Strategic Plan.

External Conditions (such as state funding, accrediting agencies, advisory committees, postsecondary policy changes):

1. **State Funding**
   a. The availability of funds for the proposed projects will be dependent on the level of state funding received for the fiscal years.
2. **Postsecondary Technology initiatives**
   a. Any new technology initiatives mandated by Postsecondary must be evaluated to determine the impact on the College's technology strategic plan.

2013-2014 Accomplishments:

1. System Infrastructure
   a. Veeam Backup system was implemented with the SAN VMware virtual environment. Complete bare metal backups of any virtual system are now in place. It has already been used to salvage systems three times with virtually no down time.
   b. Two large arrays were deployed to service the backup system. It has been provisioned to take the storage function many years into the future. One of these has been placed on another campus to provide for a complete site failure.
   c. Licensing for the newest version of Red Hat provided for. OS upgrades planned and designed for the domain infrastructure of Microsoft 2008 server to be implemented in the summer.
2. Telecommunications Infrastructure
   a. An aging MetroE patch at the Jefferson Campus was causing serious problems with dropped connections during the backup processes at night. The phone system began to have major problems as connectivity between all four sites is critical for the PBX system to work. A new line was contracted to be run and vastly improved the functioning of the entire infrastructure.
   b. The IDFs for the George Wallace and Manufacturing Center Buildings were scheduled to be updated with modern Brocade switches with the capacity to upgrade to ten gigabit throughput if the fiber cable is upgraded in the future. Implemented UPS coverage of IDFs at Jefferson campus to increase availability.
   c. A new Palo Alto 3020 project is going forward to improve the performance, availability and monitoring as a firewall solution. This will vastly increase the transparency of network traffic thereby increasing security of the college's data systems.
   d. The Aruba Wireless controller has 60 more nodes scheduled to be rolled out which will double the wireless coverage. 36 IP phones and 2 MOBX remote dialing licenses were deployed to modernize the phone system.
3. ERP System Infrastructure
   a. Upgrades   48
   b. Patches   65
   c. Job submission for Banner implemented in the vSphere environment. The project kept the system current while granting the advantages of moving to a virtual server.
   d. Ellucian mobility implemented on a new virtual server and connected to Ellucian's cloud services. The project is a part of the strategy to bring the college's Banner services to mobile devices.
4. Admissions
   a. Created new class roster report to aid during emergencies.
   b. Created new honors reports to aid with honors selection.
   c. Created new report to generate random student listing.
5. Degree Works
   a. Completed implementation phase.
6. Financial Aid
   a. Created reports and email scripts to assist in financial aid processes using Degree Works.
   b. Created new financial aid report for veterans.
   c. Created new financial aid report to display award and term fund detail with totals.

7. Flexible Registration
    a. Completed implementation phase.
8. Human Resource
    a. Created new discrepancy reports to insure the data reported to DAX is correct for primary job indicator, highest degree and salary group code.
    b. Improved efficiency of DAX Personnel Feed report.
    c. Added additional features to HR report to retrieve address and telephone information.
    d. Completed the report requested by Department of Labor.
    e. Created TRS tax wages and deductions reports.
    f. Created summer contracts report.
    g. Created fulltime faculty report teaching in Pell city and Clanton.
    h. Created employee listing of ABCD salary schedule by FY.
9. Instructional
    a. Completed new reports for MOA review.
    b. Completed SimManager project to aid with nursing program.
    c. Completed implementation of live events B2 for Banner/Blackboard integration.
    d. Completed implementation of SSO for Blackboard from Luminis (Pipeline).
    e. Completed upgrade of Blackboard 9 to SP14.
    f. Completed creation of scheduled enrollment XML reports and FTP transfer/upload to Blackboard.
    g. Completed implementation of LDAP authentication for SSB and adjustment of SSO for SSB from Luminis.
    h. Completed implementation and installation of Class Climate online survey system .
    i. Completed installation and configuration of Class Climate LTI B2 for Blackboard integration.
    j. Completed creation of Class Climate extracts in Argos.
    k. Completed reinstallation and configuration of Expression Engine CMS for college website.
    l. Completed installation and configuration of Banner Mobile server and Cloud interface.
    m. Completed implementation of new job submission server for Banner.
    n. Completed configuration and assistance with installation for Ricoh MFPs.
10. Miscellaneous Projects and Reports
    a. Projects completed   14
    b. Argos Reports   24
11. Technical Support Requests
    a. Jefferson/Shelby   1467
    b. St. Clair   90
    c. Clanton   84

2014-2015 Accomplishments:

1. System Infrastructure

a. Completed an audit of the entire VMware infrastructure.
b. Upgraded the entire Microsoft domain to 2008 server.
c. Site level SSL certificates were implemented to secure College websites and make management of SSL far easier than individual certificates.

2. Telecommunications Infrastructure
a. 20 more IP licenses were converted from the analog licenses and almost 40 phones were distributed.
b. The IDFs for George Wallace Hall and one closet in the General Studies Building were updated with modern Brocade switches with the capacity to upgrade to ten gigabit throughput if the fiber cable is upgraded in the future.
c. Sixty more wireless nodes were purchased. Over all this will double the amount of coverage of the wireless network as the number of nodes was increased to 120.

3. ERP System Infrastructure
a. Upgrades   59
b. Patches   110
c. Automic was integrated with Banner in both Preproduction and Production.

4. ADA
a. Academic Accommodation letters and reports completed.

5. Admissions
a. Several Dual Enrollment reports completed.
b. High School County Discrepancy report completed.
c. Waitlist project completed.
d. Complete Withdrawal project completed.
e. Registration Thank You Email report completed.
f. Registration Information Email report completed.
g. PDF Registration Email report completed.
h. Orientation Information Email report completed.
i. Orientation Information report completed.
j. ORI 100 Course Information Email Completed.
k. Clanton NSO report completed.
l. Early Registration Analysis report completed.
m. Transcripts Sent Breakdown report completed.
n. Jeff State Students about UM Classes Email report completed.
o. Jeff State Students about Transferring to Birmingham-Southern Email report completed.
p. Students Whom Graduated from Birmingham City Schools and Their EFC report completed.

6. Automic
a. Completed all Automic training sessions and started the implementation phase.

7. Business Office.
a. Nursing Student Loan and Cashier Sessions reports completed.
b. Detail Code Usage report completed.
c. Drop Due to Non-Payment Email report completed.
d. Payment Information Email report completed.

8. Corporate Ed
a. Flex Registration project completed.
b. Several Non-Credit reports completed.

9. Financial Aid

      c.   Email scripts to use Degree Works tables instead of CAPP completed.

      d.   Several financial aid reports completed.

      e.   Program Duration Rule Discrepancy report completed.

      f.   ISIR Analysis report completed.

10. Graduation Office

      a.   Script to search for potential graduates using Degree Works Tables completed.

      b.   script to email non-financial aid students in regard to their program of study completed.

      c.   Script to email students in regard to their Graduation Application completed.

11. Instructional

      a.   Nursing Admission Criteria Analysis project completed.

      b.   Several Nursing Department reports completed.

      c.   SCE (Sigma Chi Eta) report completed.

      d.   Students Age 24 or Older Taking classes at Chilton-Clanton Campus report completed.

      e.   Pending Graduates List for Career Assistance report completed.

      f.   Conversion of SSL certificates to wildcard .edu certificates completed.

      g.   Implementation of Papercut print management system for student labs completed.

      h.   Implementation of auditing system for faculty/staff printing completed.

      i.   Maintenance and upgrades for Blackboard LMS completed.

      j.   Maintenance and upgrades for Banner and dependent systems completed.

      k.   Migration of Tegrity to cloud-hosted service completed.

12. International Office

      a.   F1 Visa Holder report and UD report completed.

13. IRIR

      a.   Trained new IRIR analyst on Banner system.

      b.   Retention report completed.

      c.   NCCBP – National Community College Benchmark Project completed.

      d.   MTH 090, 098 and 100 with Selected Compass Scores QEP report completed.

      e.   PELL-Eligible Cohort Students report completed.

      f.   Students Whom Graduated from Birmingham City Schools and Their Method of Payment to Attend JSCC report completed.

      g.   Designation as an Eligible Institution report completed.

14. LSC

      a.   GED Waiver Students report completed.

      b.   SMARTHINKING Student Information Email report completed.

15. New Options

      a.   New Options Birmingham Economically Disadvantaged report completed.

      b.   New Options Potential Applicants report completed.

16. Tech Miscellaneous Projects and Reports

      a.   Projects completed   13

      b.   Argos Reports   258

17. Technical Support Requests

      a.   Jefferson/Shelby   1999

      b.   St. Clair   128

      c.   Clanton   67

Unit Goals (2015-2016):

Mission Statement:

The primary purpose of the Information Technology (IT) department is to support and promote the effective integration of technology into college practices to maintain highly effective, reliable, secure and innovative information systems that support instructional, administrative, student services and institutional effectiveness. IT will select, design and implement solutions designed to meet the business and instructional needs of the College.   In order to achieve its stated purpose, the IT Department is committed to the following:

Goal 1: SAN Hosts.

Outcome: Service Unit Outcome #2, IT will provide reliable and secure access to the institution's network which includes critical systems and data. This objective will establish scalability that will meet the future networking needs of the College.

Objective: Purchase two servers to serve as hosts for the virtual servers in the VMware server infrastructure. The college no longer has to purchase individual servers and other than the backup servers has not purchased a server in four years. Two new ones need to be purchased and a rotation cycle implemented to assure that the infrastructure is kept current.

Method of Assessment: The College will have purchased two servers for the Server SAN.

Estimated Cost: $40,000.

Goal 2: Ellucian Portal, Microsoft Exchange and Identity Management.

Outcome: Service Outcome # 3, Support critical institutional systems and projects, including Oracle and all Banner systems (including Finance, Human Resources, Student and Financial Aid systems).

Objective: The Pipeline portal, Sun Email and LDAP need to be replaced with a newer system. The current system is close to 10 years old and browser compatibility, management issues and security are becoming a serious concern. Due to staffing limitations a large amount of consulting hours are needed to get this project off the ground. A change in licensing from Luminis to Ellucain Portal should cover the cost of the project cost over four years as the annual cost goes from $40,000 to $10,000. The cost of the new email server should be negligible due to the site licensing from Microsoft.

Method of Assessment: If the new portal and email server are on line with all 14 systems authenticating to Active Directory then this goal will have been completed.
Estimated Cost: $120,000.

Goal 3: Hire an additional Technical Support Specialist.

Outcome: Service Unit Outcome #1, IT will streamline practices to create efficiencies and economize resources to meet the growing technological needs and demands of the College. This will improve delivery of system administration and information access.

Objective: The IT department will hire an additional technical support specialist to provide support for IT functions of the college. The increase in the geographical footprint along with increased number and variety of IT connected devices has caused a deficit in the supported ratio of devices to support staff. Best practices provide for 300 PCs per technician. In addition wireless nodes, printers, projectors, copiers, scanners, scantron devices and other network enabled devices have multiplied.

PC's by Location

	PC's 2013-2014	PC's 2014-2015
Jefferson	840	848
Shelby	605	616
St Clair	142	153
Clanton	115	115
Total	1702	1732

1732 PC's/300 PC's per FTE = 5.77 FTE. Current FTE = 2 Deficit FTE = 3.77 FTE

Method of Assessment: The College will have hired one employee complying with all employment procedures and regulations. The new position will report to and be evaluated by the Associate Director of Information Technology.

Estimated Cost: $50 to $55K for one C3 salary schedule FTE.

Goal 4: Upgrade and update Network infrastructure.

Outcome: Service Unit Outcome #2, IT will provide reliable and secure access to the institution's network which includes critical systems and data. This objective will establish scalability that will meet the future networking needs of the College.

Objective: The current network infrastructure has fallen behind. We have many routers that are approaching ten years old and many switches that are over ten years old. Eight routers and ten switches will need to be purchased immediately to start catching up. A lifecycle policy will be implemented to keep this from happening again. UPS backups will be purchased for the Clanton and Pell City Campuses like the Shelby and Jefferson in the previous years. A network evaluation of engineering project will be done to examine the design capacity of what is currently installed.

Method of Assessment: If purchase of 10 switches, 8 routers and 9 UPSs are made as well as the network evaluation project then this goal is completed.

Estimated Cost: $6,750 UPS for closets.
$10,000 network evaluation project.

> $42,000 routers.
> $40,000 switches.

Goal 5: Xtender Upgrade.

Outcome: Service Unit Outcome #4, Evaluate and implement new innovative information systems that enhance technology for Jefferson State students, faculty and staff.

Objective: Purchase two more licenses for desktop Xtender and upgrade to the current version. The current software version is five years old and only supports XP. We are also short licenses due to the expansion of scanning stations.

Method of Assessment: If the current level of licensing goes up by two stations and the software is upgraded to current levels then this goal has been completed.

Estimated Cost: $8,000.

Goal 6: Automic Expansion into Financial Aid.

Outcome: Service Unit Outcome #4, Evaluate and implement new innovative information systems that enhance technology for Jefferson State students, faculty and staff.

Objective: Seventeen processes have been approved to be automated by the financial aid department. Each automation takes several weeks of development with current staff. The automation of these processes will vastly improve the rate at which financial aid can be processed.

Method of Assessment: The number of automated processes that have been requested should be completed.

Estimated Cost: None.

Goal 7: Upgrade and update IP Phones.

Outcome: Service Unit Outcome #6, IT will provide and maintain a reliable telephone system.

Objective: The current phone inventory needs to be updated. IP phones are far easier to manage and have a larger feature set than analog sets. Almost half of the current phones are IP but approximately 300 analog remain. To this end approximately 100 IP phones & licenses updating around 1/3 of the remaining telco infrastructure. This should not be done until a cost analysis is performed on what the next generation phone system will look like and timeframe committed to.

Method of Assessment: If the phones are purchased or a new phone system is committed to then this goal will be completed.

Estimated Cost: $20,000.

Goal 8: Maintain supplies for network infrastructure.

Outcome: Service Unit Outcome #1, IT will streamline practices to create efficiencies and economize resources to meet the growing technological needs and demands of the College. This will improve delivery of system administration and information access.

Objective: The IT office will maintain supplies for 50 Ethernet drops and 5 Projector drops**.** The purchasing of supplies has become problematic to getting equipment installed on time. A new method of inventory and supplies for such equipment will be implemented with storage being moved to the closet in GWH 106.

Method of Assessment: If the movement, inventory and purchase of network supplies are completed then this goal has been accomplished.

Estimated Cost: $5,000.

Goal 9: Projectors upgrade and update.

Outcome: Service Unit Outcome #1, IT will streamline practices to create efficiencies and economize resources to meet the growing technological needs and demands of the College. This will improve delivery of system administration and information access

Objective: The infrastructure for the projectors in the Colleges classrooms calls for a replacement of approximately 15 projectors a year to keep them all under ten years of age. Some areas are ordering projectors as well but an investment needs to be made in infrastructure as well as a policy to ensure the classrooms are more unified in installation so expectations are consistent across all four college campuses. Like the network infrastructure a more reasonable rate of refresh can be returned to after a few years of investment.

Method of Assessment: The College will have purchased 15 brand new setups including projectors, cabling and screens. A written policy will be implemented that covers installation of all new classrooms. The faculty will be informed by some method how to use these facilities.

Estimated Cost: $30,000.

Goal 10: Argos Dashboard Implementation.

Outcome: Service Unit Outcome #5, Effective use of technology is provided to improve efficiencies of the College support service areas through increased analysis of data and reporting.

Objective: There are software packages from Evisions that would make reporting more useful with drill down reports, better graphical interface and APIs that allow systems integration with Argos.

Method of Assessment: The College will have completely implemented Argos Dashboard reporting for all functional areas of the college

Estimated Cost: $15,000.

Goal 11: Purchase 4 Microsoft Surfaces.

Outcome: Service Unit Outcome #1, IT will streamline practices to create efficiencies and economize resources to meet the growing technological needs and demands of the College. This will improve delivery of system administration and information access.

Objective: The technical support staff is rarely in their offices and mostly in the field. As both a mobility initiative test and a way for them to keep more accurate records, respond to email and access resources. They will assess the possibility of using these as a desktop replacement in the future. Three are required for current staff and the fourth if there is an expansion as described in goal one.

Method of Assessment: The College will have purchased four Microsoft Surfaces.

Estimated Cost: $4,800.

Unit Goals (2016-2017):

Goal 1: Banner XE Testing and Implementation.

Outcome: Service Outcome # 3, Support critical institutional systems and projects, including Oracle and all Banner systems (including Finance, Human Resources, Student and Financial Aid systems).

Objective: The newest version of Banner interface should be implemented. INB and SSB depend on technology from a decade ago. Ellucian has a new interface in Banner XE that will require the installation and implementation of a new server and interface. The testing of this should be completed in fall with a production done by spring.

Method of Assessment: If a testable server is up and running by Fall 2016 and a production server is in use by Spring of 2017 then this goal will be completed.

Estimated Cost: None.

Goal 2: Hire a Help Desk Coordinator.

Outcome: Service Unit Outcome #1, IT will streamline practices to create efficiencies and economize resources to meet the growing technological needs and demands of the College. This will improve delivery of system administration and information access.

Objective: The IT department needs on its support staff an employee in charge of responding to support requests of the College, managing the activities of the technical support specialists and coordinating projects with other departments in the College. This position would be present a single policy of IT assets and assist in relaying information and training from the IT department to employees, faculty and students. Scheduling of the technical support staff and maintaining data about IT asset inventory would also be a primary responsibility of this position.

Method of Assessment: The College will have hired one employee complying with all employment procedures and regulations. The new position will report to and be evaluated by the Associate Director of Information Technology.

Estimated Cost: $50 to $55K for one C3 salary schedule FTE.

Goal 3: Help Desk Software.

Outcome: Service Unit Outcome #5, Effective use of technology is provided to improve efficiencies of the College support service areas through increased analysis of data and reporting.

Objective: The technical support issues could be managed much more efficiently and with greater accounting with reporting. There is a need to be able to track technical issues across a four campus system that is getting harder to maintain with simple email lists. IT assets including PCs, printers, wireless nodes, projectors, mobility devices and other equipment requiring IP addresses all are becoming more difficult to track and report on. There are software packages that could assist with both of these issues that the technical support specialists could use to meet these efficiencies.

Method of Assessment: The College will have purchased a software system that manages technical support calls and IT asset inventory. This system will need to be completely implemented for this goal to be complete.

Estimated Cost: $5,000.

Goal 4: Storage Array to expand SAN.

Outcome: Service Unit Outcome #2, IT will provide reliable and secure access to the institution's network which includes critical systems and data. This objective will establish scalability that will meet the future networking needs of the College.

Objective: The storage array for the server SAN is over 50% capacity. It has served us well for five years but an expansion as well as an evaluation of solid state technologies needs to be done. The purchase of a new array with a lifecycle implementation should be done in the 16-17 timeframe.

Method of Assessment: If a 50% increase in storage capacity of the SAN is done then this goal will be complete.

Estimated Cost: $40,000.

Goal 5: Xtender Implementation.

Outcome: Service Unit Outcome #4, Evaluate and implement new innovative information systems that enhance technology for Jefferson State students, faculty and staff.

Objective: The areas of Finance and HR could benefit from the document management solution we already have installed and implemented in the Student and Financial Aid areas. Not only would workload be improved but the documents would be backed up and less prone to data loss.

Method of Assessment: If HR and Finance has a process filing of all document types into Xtender then this goal has been completed.

Estimated Cost: NA.

Goal 6: Automic Expansion into Student.

Outcome: Service Unit Outcome #4, Evaluate and implement new innovative information systems that enhance technology for Jefferson State students, faculty and staff.

Objective: Many processes in the enrollment services can be automated in automic. Each automation takes several weeks of development with current staff. The automation of these processes will vastly improve the rate at which student work can be processed.

Method of Assessment: The automated processes that have been requested should be completed.
Estimated Cost: None.

Goal 7: 3 Computers for Staff.
Outcome: Service Unit Outcome #1, IT will streamline practices to create efficiencies and economize resources to meet the growing technological needs and demands of the College. This will improve delivery of system administration and information access.

Objective: Three of the computers for the IT staff need to be replaced. Both ERP system analyst and the Associate Director need new laptops.

Method of Assessment: The College will have purchased three laptops.

Estimated Cost: $6,000.

Goal 8: Upgrade and update Network.

Outcome: Service Unit Outcome #2, IT will provide reliable and secure access to the institution's network which includes critical systems and data. This objective will establish scalability that will meet the future networking needs of the College.

Objective: The current network infrastructure has fallen behind. Many of the network switches are over ten years old. 20 will need to be purchased immediately to start catching up. This is approximately double the estimated lowest lifecycle policy. UPS replacement batteries will be purchased for the Jefferson Campus.

Method of Assessment: If purchase of 20 switches and batteries are replaced in the Jefferson IDFs then this goal is completed.

Estimated Cost: $5,000 UPS batteries for Jefferson.

$80,000 switches.

Goal 9: Maintain supplies for network infrastructure.

Outcome: Service Unit Outcome #1, IT will streamline practices to create efficiencies and economize resources to meet the growing technological needs and demands of the College. This will improve delivery of system administration and information access.

Objective: The IT office will maintain supplies for 50 Ethernet drops and 5 Projector drops**.** The purchasing of supplies has become problematic to getting equipment installed on time.

Method of Assessment: If the inventory and purchase of network supplies are completed then this goal has been accomplished.

Estimated Cost: $5,000.

Goal 10: Upgrade and update IP Phones.

Outcome: Service Unit Outcome #6, IT will provide and maintain a reliable telephone system.

Objective: The current phone inventory needs to be updated. IP phones are far easier to manage and have a larger feature set than analog sets. Almost half of the current phones are IP but approximately 300 analog remain. To this end approximately 100 IP phones & licenses updating around 1/3 of the remaining telco infrastructure. There are dependencies on the plan to change out the phone system.

Method of Assessment: If the phones are purchased or a new phone system is committed to then this goal will be completed.

Estimated Cost: $20,000.

Goal 11: Projectors upgrade and update.

Outcome: Service Unit Outcome #2, IT will provide reliable and secure access to the institution's network which includes critical systems and data. This objective will establish scalability that will meet the future networking needs of the College.

Objective: The infrastructure for the projectors in the Colleges classrooms calls for a replacement of approximately 15 projectors a year to keep them all under ten years of age. Some areas are ordering projectors as well but an investment needs to be made in infrastructure as well as a policy to ensure the classrooms are more unified in installation so expectations are consistent across all four college campuses. Like the network infrastructure a more reasonable rate of refresh can be returned to after a few years of investment.

Method of Assessment: The College will have purchased 15 brand new setups including projectors, cabling and screens.

Estimated Cost: $30,000.

Goal 12: Mobility for Testing.

Outcome: Service Unit Outcome #2, IT will provide reliable and secure access to the institution's network which includes critical systems and data. This objective will establish scalability that will meet the future networking needs of the College.

Objective: A variety of devices need to be assessed and purchased for testing mobility solutions and loaning out to faculty and staff. These may include but not limited to surfaces, IPads and android devices. The IT staff needs to be able to support and make suggestions on use of such devices. The availability to loan them may encourage other areas to experiment with their use.

Method of Assessment: The College will purchase 4 to 8 mobile devices.

Estimated Cost: $4,000.