Information and Communication Technologies (ICT)
Strategies and Objectives
June 2005

Purpose of this Document
This document presents the goals for information technology (IT) in the context of the NMSU
"Living the Vision" and "One University" plans for excellence in teaching, research and service.
The driving force for the use of information technology at NMSU is to support the mission,
vision, goals and objectives of the university. As part of the technology planning and execution,
NMSU strives not only to complete IT projects that are relevant to NMSU's mission, but also to
benchmark our capabilities to similar land grant institutions.

NMSU's Mission
New Mexico State University is the state's land grant university, serving the educational needs
of New Mexico's diverse population through comprehensive programs of education, research,
extension education, and public service.

NMSU's Vision
By 2020, New Mexico State University will be a premier university as evidenced by
demonstrated and quantifiable excellence in teaching, research, and service relative to its peer
institutions.

ICT's Vision
Information and Communication Technologies supports *access* and *success* at NMSU. Through
our projects and daily activities, ICT provides resources and services to support the educational,
research, and public service missions of the university. These resources and services are
available to any NMSU student or employee to help them be successful at NMSU. ICT develops
and implements policies and procedures necessary to insure the effective, secure, and appropriate
use of university information resources and services.

NMSU's Common Information Technology Goals
Although individual information technology needs vary throughout NMSU's campuses and
departments, there are common objectives across the university. These objectives are generic in
nature, but provide the motivation for specific information technology goals and projects at
NMSU.

1. Use technology to enhance, expand and expedite the services utilized by students and
   employees throughout the state of New Mexico.
2. Provide security and identity management for efficient and accurate access to information
   and for employees and students.
3. Condense and unify backend systems and databases for administrative information to
   support a strong foundation for web-based access and self-service (ERP).
4. Provide appropriate and adequate technology and training to all faculty and staff to
   support academic program objectives.
5. Identify and allocate fiscal resources for acquisition and support of information
   technology at NMSU.
6. Create and support ongoing opportunities for technology-related professional
   development and training.

7. Provide enhanced help desk services and web-based self-support in information technology for students, faculty and staff.
8. Provide increased support economic development by providing resources for faculty researchers, especially those using high performance computing and high bandwidth networks.

Specific Strategic Directions
Administrative Information Systems
NMSU is converting our information systems to SCT Banner. This project provides the foundation for our information systems for at least the next decade. Technically, the core SCT Banner system utilizes web-based forms to interact with a shared Oracle database running on Unix servers. NMSU also has additional SCT components supplement the capability of Banner by adding integration for workflow, imaging, data warehousing and portal services.

SCT Banner is a good fit for NMSU, and it will provide NMSU with the basis to be a leader among other Banner schools. Among other reasons Banner was chosen because 1) our processes are similar to other Banner schools, 2) most other higher education institutions in New Mexico use Banner, 3) there are approximate 1000 other Banner institutions worldwide, 4) SCT has a wide variety of 3rd party partners that help us avoid system modification. Once all of the Banner and 3rd party components are installed, configured and rolled out, NMSU will be in a position to respond more rapidly to the changing information systems needs of the students, faculty and staff. All information technology staff, and hundreds of functional users throughout NMSU, are contributing to the success of Banner over the next decade.

As part of the long-term plan for the UNO Project, NMSU is examining the currently available reports and analyzing needs of departments and end users. A new department within ICT has been created to assist in the maintenance of reporting systems and development of new reports. The NMSU goal is to provide timely and accurate information for daily management and long range planning.

Security and identity management are critical components of information management. ICT has created a new staff position for information security. This individual will work with IT staff and end users throughout NMSU to develop and implement security policies to protect systems and data at NMSU. NMSU will continue to adapt to the rapid increase in security issues by using state-of-the-art techniques and solutions.

University-wide Technology Planning
In addition to a wide variety of informal committees and special interest groups, ICT has five formal committees which assist in guiding the organization. These are 1) Faculty Senate Technology Committee, 2) Student Technology Advisory Committee, 3) Adminstrative Matters Committee, 4) Student Information Services Committee and the 5) Information and Communication Technology Advisory Council. These committees meet regularly and represent the constituents on campus. Through the Vice Provost for ICT, information technology is also represented at many NMSU administrative and academic leadership committees, including Administrative Council, Provost Council, President's Cabinet.

Throughout the past year, NMSU has been implementing SCT Banner and SCT Luminis to replace the primary administrative applications at NMSU. These two software packages represent the core of our application development for at least the next decade. In addition to

administrative computing, NMSU is implementing high-speed networking for research, increasing the presence of wireless networking, and working with the State of New Mexico to upgrade our web-based course management system (WebCT). There are dozens of other projects throughout the university, such as data warehousing, web content management, document imaging, room scheduling, ID card management, and information security. Several departments throughout NMSU, including ICT, are continually evaluating their services and how best to allocate staff to support these services.

Since NMSU's use of information technology continues to increase throughout the university, we will insure that we are planning and making decisions collectively. As such, we have initiated a discussion to create consensus recommendations for information technology services throughout NMSU. This project has several distinct parts: 1) data collection, which involves sharing information about the services we provide and how we provide them, 2) data analysis, where we will determine our strengths, possible deficiencies and our alignment with the goals and objectives of the university, 3) planning, where we hold a mini-conference that includes IT and non-IT professionals to look at the most significant IT issues and how best to address them, and 4) documentation, which includes our formal recommendations and financial estimates. This project is ongoing throughout FY06.

Statewide High-speed Networking
NMSU will participate in the design, construction and maintenance of a K-20 statewide network. This network takes advantage the success of the CHECS-Net higher education network, which is a self-supporting ATM network connecting educational institutions throughout New Mexico. The statewide network will target the rural areas of New Mexico and provide high-speed IP transport through the I-25 corridor. NMSU will work with CHECS, the CIO of New Mexico, Homeland Security, NM Department of Transportation, K-12 information technology leaders, local community leaders and the New Mexico legislature to create a single network that benefits the citizens of New Mexico.

Academic Information Systems
NMSU supports technology-enabled education. Our learning management system (WebCT) must be upgraded to the latest version (Vista). NMSU provides application hosting for all of our campuses as well as other higher education institutions.

At all of our campuses, NMSU needs to increase the number of teaching facilities fully equipped with technology. At present, only 10-20% of the teaching places have multimedia capability. ICT will work with faculty and students to standardize the equipment in our classrooms of the future and assist in obtaining funding to insure that the baseline standards are met.

With an increase in the use of technology, there must be a corresponding increase in faculty training and support. NMSU will increase support for faculty by providing additional help desk services, scheduled training and just-in-time training.

Response to Auditor's Concerns
As part of our migration to Banner, ICT will redefine and document many of our internal procedures. Specifically, ICT will correct deficiencies in short and long-term system strategies and in application development and maintenance. ICT has completed substantial progress in the development of a formal Business Continuity and Disaster Recovery Plan for systems and processes managed by ICT, and an approach to testing will be developed and implemented. ICT

is in the process of establishing and filling the position of ICT Security Director. Finally, an Administrative Control and Migration policy will be developed, documented and implemented.

Relationship to the State of New Mexico Information Technology Strategic Plan
NMSU's information technology plan follows the same guiding principle as the State's IT Strategic Plan (FY04), that is, "Deliver the best public services to the citizens of New Mexico at the lowest possible cost".

NMSU's IT philosophy follows precisely the guidance of the State's FY06 Strategic IT Road Map. It agrees with all of the following key points in the Road Map:

- Facilitate sharing of systems, processes and data
- Improve delivery of enterprise IT services
- Improve management of IT human resources
- Implement consolidated IT services
- Improve IT performance
- Improve purchasing performance
- Identify communities of interest to build a service delivery plan
- Establish an electronic service delivery plan
- Improve availability, use and support of IT in K-PhD education
- Enhance bandwidth available to NM communities
- Support NM tech sector and make NM more attractive to business

Information Technology Goals and NMSU's "Living the Vision"
ICT uses university goals as a basis for decision-making. The following outlines some of the IT responses and initiatives relative to the Living the Vision performance plan. As with all goals and objectives, the IT plan continues to evolve to serve the changing needs of the university.

To be nationally and internationally recognized for its academic programs at all levels
    Objectives:
- Provide technology for education at all levels, campuses and distance learning.
- Use electronic recruiting and retention tools to met enrollment objectives
- Provide timely and accurate reporting for programs, enrollment, utilization and other key variables.
- Provide computing capability, network infrastructure and information systems that exceed the expectations of our students.

To have a high quality, diverse faculty, staff and student body
    Objectives:
- Provide information systems that make it easier for faculty, staff and students to work, teach and learn effectively.
- Provide information systems and services equal to or greater than our peer institutions.

To be nationally and internationally recognized in research and creative activity.
    Objectives:
- Provide communications and computing infrastructure to support research centers, research clusters and worldwide research collaboration.

- Provide IT systems and staff support to make NMSU's research and sponsored programs more attractive to funding agencies.

To serve as an engine for economic, social, educational and community development in New Mexico.
Objectives:
- Provide broadband connectivity to all of New Mexico
- Provide broadband connectivity between all NMSU campuses and related offices throughout New Mexico
- Provide state-of-the-art capabilities for Arrowhead Research Park
- Provide systems that simplify the understanding of degree options, credit transfer and continuing education for all NMSU programs.

To be an excellent steward of all resources dedicated to achieving the vision of the University.
Objectives:
- Use information technology to create competitive advantage in education and research
- Quantify how information technology increases efficiency and/or enhances satisfaction
- Foster university-wide information technology planning to eliminate inefficient redundancy and maximize support for information technology systems and services.
- Demonstrate the need for philanthropic support for information technology

Information Technology Goals and NMSU's "One University"
Just as with Living the Vision, ICT uses One University as a basis for decision-making. The following outlines some of the IT responses and initiatives relative to the One University. As with all goals and objective, the IT plan continues to evolve to serve the changing needs of the university.

1. *Focus unambiguously on outputs before inputs, substance before form.* ICT's objectives are defined by the needs of the university. We openly discuss goals and outcomes assessment before defining our budgets, creating organizational changes or allocating resources.

2. *Create crosscutting long-term research and outreach initiatives.* ICT supports research at NMSU by providing computing and networking resources for faculty. ICT also has staff members devoted to faculty research, grant partnership and faculty training.

3. *Establish a unified approach to Legislative, Congressional, and agency relations.* ICT works with other higher education, government and corporate entities in the state of New Mexico to present projects that are not only unified for NMSU but for the state as a whole.

4. *Maximize efficiency and effectiveness of all support and administrative functions and services.* ICT continually inventories and assesses the current structure, conduct, and performance of those that support our academic mission and serve our students and faculty. We strive to eliminate inefficient redundancy and pursue economies of size/scale/scope across support and administrative functions.

5. *Fully utilize our statewide system and network.* ICT enables statewide networking, shared computing resources, distance education and communication among institutions through the state of New Mexico.

6. *Build adaptable scientific and educational platforms.* ICT will work with academic units to determine where faculty expertise can best benefit the information technology needs throughout NMSU. For example, just-in-time faculty IT training, web page usability and high-end computing training for graduate students.

7. *Undertake systemwide master planning.* ICT encourages the sharing of computing resources and also physical space, for example the computing machine room at the Main Campus. ICT also partners with other government entities to avoid duplication of physical infrastructure.

8. *Adopt zero-based budgeting.* Each year, the ICT budget is assessed to determine the alignment with university objectives and productivity measures. Resources are often reallocated in response to changing growth realities and statewide needs and priorities. ICT has assigned staff for outcomes assessment and we are in the process of assigning productivity measures for every one of our units and comparing these outcomes and resources to our peers.

9. *Implement a compact approach to incremental budget change.* Each year, ICT provides a progress report to examine if we are meeting our stated goals. Our goals are developed through discussions and needs analysis between administrative and academic units throughout the university. ICT will examine the approaches used University of Texas-Austin and the University of Minnesota-TC, and we will adapt our progress report and goals to these models.

ICT Goals and Projects

Following is the list of projects identified by ICT and the various technology partners throughout NMSU. Discussion between ICT leadership, the NMSU community and information technology committees establishes the priorities, budget and timelines each. The budget and timeline are compiled and maintained by the individual project leaders for each assigned task. The details are not included in this document.

Shaun Cooper (Security and Research Computing)
- Publish data security standards and guidelines for NMSU.
- Finish audit response regarding information security
- Implement new, consolidated procedure for scanning forms and tabulating results, particularly for testing and course evaluations
- Work with IRP to revise and implement NMSU central and end user reporting policy and procedures including the roles of the departments and central administration for data entry, information storage and data reporting
- Create a university definition set for key information commonly used in internal and external reports.
- Meet with VPR staff to determine role and support structure for Info Ed
- Document long term printing strategy
- Continue to support the Adventures in Supercomputing Challenge.
- Complete the NMSU information privacy policy and guidelines
- Develop standards for remote data acquisition and data transmission
- Implement VPN solution for administrative power users
- Provide training on FERPA, GLB, SOX, HIPAA, data access and data security issues
- Document faculty computing needs
- Participate in research grand proposals
- Provide additional scientific computing expertise in ICT, coordination of distributed, training for faculty and graduate students hardware and software, and shared software licenses for high performance research computing

Mrinal Virnave (Enterprise Applications)
- Implement Banner Finance, CMS, SCT Matrix and EDW.
- Renovate www.nmsu.edu website
- Create "quick enrollment" form for non-degree seeking students
- Expand self-service web-accessible administrative applications for students, faculty, and staff.
- Complete audit response regarding application development
- Implement at least one xtender imaging project
- Implement DARS and transfer articulation module with Banner
- Implement priorities for recruitment and retention efforts especially through web based access to admissions data for prospective undergraduate and graduate students as defined by Noel Levitz and NMSU.
- Create NCA accreditation web site
- Move ict.nmsu.edu to CMS
- Publish new "branded" web design standards
- Develop guidelines for departmental responsibilities in web content management.
- Establish a library of resources and tools for web publishing.

- Work with Business and Finance to detail faculty issues with grant accounting, salary encumbrances and procurement.
- Enchance web for employees by reducing the number of clicks to submit time sheets and allowing the employee ID to be viewed in self service

Norma Grijalva (Telecommunication and Netorking)
- Purchase fiber for collaborative effort between NMSU, NLR, CHECS and State of NM
- Complete NLR connection
- Complete "Big Pipe" project with State of NM
- Plan, and possibly complete, PSL NM Dot fiber project
- Complete installation of all planned technology classrooms
- Obtain funding for additional technology classrooms
- Enable a high-speed wireless network for NMSU and assist in enabling wireless for the City of Las Cruces.
- Develop standards for audio, video and web-based collaboration
- Work with Internet service providers in Las Cruces to create a shared wireless frequency plan
- Implement VOIP test
- Expand revenue generation for video services
- Provide regular training for technology classrooms at all campuses
- Webcast NMSU sporting events
- Provide regular satellite news feeds for athletics
- Install and configure firewall
- Install and configure proximity card access system
- Create standards for automatic vacation email and voicemail messages
- Complete voicemail upgrade survey and plan
- Complete 911 upgrade survey and plan
- Install fiber to east side of I-25

Anthony Parra (Business Operations)
- Finish audit response for disaster recovery and submit all ICT responses
- Propose several new funding strategies for data, phone, alarm and computing services
- Complete business continuity plan
- Revise and publish ICT service level agreements
- Create a unified work order, trouble ticket and billing system for all of ICT.
- Provide more information via the web and post of frequently asked questions through the ICT Customer Service Center.
- Review all software licensing services and revenue generation
- Document NMSU PC replacement policy
- Publish comprehensive list of standard services and cost recovered services
- Develop procedure for IT contract review and software purchase including negotiation, payment, schedule, warranty, scope and acceptance testing

Teresa Burgin (Instructional Support)
- Complete Pete's Place 24 hour computer laboratory in Corbett Center
- Meet with other student support organizations to document student computing needs
- Enhance cost recovery for PC maintenance and at-the-desktop services
- Hold mini-summit to analyze and improve student and training services (w/ Brian)
- Implement pay-for-print in computer laboratories
- Seek external funding to support instructional technology at NMSU

- Work with ASNMSU, Corbett Center, and the Business Office to help develop new student computing spaces that provide students more hours of availability, effective group work spaces, and a mix of entertainment, food and computing resources.
- Develop information and guidelines for file sharing and copyright at NMSU
- Decide on campus standard for word processing
- Create infrastructure for online distance education counseling
- Work with student technology committee to insure continued support through the student technology fee.
- Provide support for regular training for technology classrooms at all campuses (w/Norma)
- Investigate an agreement with New Horizons, or other vendor, for application and technical training.
- Provide training for Cognos and Luminis CMS

Brian Ormand (Strategic Relations)
- Convert ICT newsletter to CMS environment
- Hold mini-summit to analyze and improve student and training services (w/ Teresa)
- Complete faculty computing services survey
- Lead implementation of CHECS WebCT Vista statewide hosting center
- Facilitate selection of web-based time entry solution
- Facilitate selection of applicant tracking solution
- Lead selection and implementation of room/event scheduling software
- Develop support recommendations for e-portfolio support at NMSU (maybe a pilot)
- Lead selection and implementation of web-based course evaluation software
- Revise and resubmit CHECS statewide proposals
- Create assessment tools and procedures for ICT services
- Continue longitudinal study of NMSU student ownership and use of technology and satisfaction with technology services at NMSU
- Document all IT committees at NMSU
- Update the campus-wide "Assessment of Educational Technology" for review by the Faculty Senate Technology Committee (FSTC) and others.
- Communicate information technology policies and their impact to NMSU departments
- Investigate and propose an online testing and evaluation policy
- Document all services at all campuses
- Work with branch campus to determine which electronic services can be provided at Main Campus versus at the branch campus
- Develop strategic relationships when appropriate to work jointly on technology solutions for campus and state (i.e. campuses, colleges, Teaching Academy, PED, NMVC, etc.)

John Roberts (Computer Systems)
- Test disaster recovery plan
- Finish audit response regarding production systems
- Shut down Notes server
- Synchronize ADS with LDAP
- Complete backup site in Milton Hall
- Inventory servers and services and document replacement strategy
- Install and test PGP encryption for NMSU administrative offices
- Create accreditation collaboration server
- Consolidate use of shared web servers and database server for department ad hoc applications

- Determine needs of the Advancement Office for alumni email and implement
- Document departmental shadow systems
- Determine policy for having and publishing email addresses at NMSU
- Create better tools for sending mass email
- Upgrade server OS to support partitioning

ICT 2006-2010 University-wide Strategic Planning

To: Association of Computing and Networking Support (ACANS)
From: Michael Hites
Date: February 9, 2005
Re: University-wide information technology planning

Throughout the past year, NMSU has been implementing SCT Banner and SCT Luminis to replace the primary administrative applications at NMSU. These two software packages represent the core of our application development for at least the next decade. In addition to administrative computing, NMSU is implementing high-speed networking for research, increasing the presence of wireless networking, and working with the State of New Mexico to upgrade our web-based course management system (WebCT). There are dozens of other projects throughout the university, such as data warehousing, web content management, document imaging, room scheduling, ID card management, and information security. Several departments throughout NMSU, including ICT, are continually evaluating their services and how best to allocate staff to support these services.

Since NMSU's use of information technology continues to increase throughout the university, I would like to insure that we are planning and making decisions collectively. As such, I think it is important to initiate a discussion and create consensus recommendations for information technology services throughout NMSU. This project will have several distinct parts: 1) data collection, which involves sharing information about the services we provide and how we provide them, 2) data analysis, where we will determine our strengths, possible deficiencies and our alignment with the goals and objectives of the university, 3) planning, where we hold a mini-conference that includes IT and non-IT professionals to look at the most significant IT issues and how best to address them, and 4) documentation, which includes our formal recommendations and financial estimates.

To facilitate data collection, I am requesting that each of ACANS departments (including ICT) develop their own department profile to share with the rest of NMSU to begin our discussion. Attached are two examples of ICT "department profiles". The department profiles should give us all an understanding of our collective central and departmental services and a better idea of the "total cost of ownership" of IT at NMSU.

Also attached is a list of important information technology data categories that are used widely by organizations, such as Educause, to establish a basis for planning throughout a university. Some institutions gather this information by a formal survey; however, since we do not have a baseline set of information from the entire campus, I would like to provide more flexibility to the individual departments to present their information.

I am requesting that departmental profiles be sent to infotech-plan@nmsu.edu. Everyone will receive a copy of the data summary prior to the planning mini-conference. Thank you for your help as we plan the next phase of information technology services at NMSU. If you have any questions feel free to call me at 646-4483 or Brian Ormand at 646-1949.

#1 Sample: Departmental Profile (Department Level - highlights services & clientele)

College/Department: <u>ICT/Training Services</u> is responsible for providing training and documentation services to support the administrative and academic IT functions of the university.

Annual Budget: $334,949 Personnel + $35,000 Operating
Budget Source: 82% I&G Base, 18% Cost Recovery

Service provided [1]	Description, Clientele, & Notes [2]	Staff FTE [3]	Student FTE [3]
Academic Support	(i.e. WebCT, Web Publishing, Quiz Tools, etc.) Provide end-user support including application level security and administration, training for course designers and remote administrators. There are currently 2600 courses on WebCT with designers that are primarily faculty on the NMSU main campus. Remote administrators are served at 2 hosted institutions and 4 other NMSU campuses. These administrators support their own campuses.	2.5	.5
Administrative Support	(i.e. UNO/Banner, Cognos, etc.) Provide documentation and training services to the UNO Banner project. During the prior year this included developing and delivering general navigation training for INB users, developing and editing user documentation in coordination with FSA and functional departments.	4.75	0
Training Facilities Support & Other	(i.e. Training Rooms, Centra, Media Development, etc.) Implement and maintain training rooms and set up training at other locations for the UNO Banner project, Academic support training and miscellaneous other training as required. This includes maintaining a web-based scheduling, signup, and billing system. General office administration, produce monthly ICT Newsletter (web-zine), maintain website, general administration, clerical support of ICT/TS	.5	2.25
TOTAL FTE		7.75	2.75

[1] *Services Provided – list each major IT service that this department provides*
[2] *Description, Clientele, & Notes – Briefly describe the IT service provided including who (quantify) utilizes this service, and any other important points about the service*
[3] *Staff/Student FTE – Estimate the FTE (full time equivalent) personnel resources used to support this service. The total for all services should be equal to the FTE in the department. GAs & Students working 20hrs/wk = .5 FTE.*

Planned Projects and Goals (next 12-24 months):

- Cognos Reporting documentation and training for UNO/Banner users will be developed and delivered. Training and Documentation support will be provided for the Finance and Student modules as needed.
- An upgrade to WebCT Vista is planned for July 2006 with a development system available for a pilot in January 2006.
- Etc…

#2 Sample: Departmental Profile (Division Level – Highlights Organization Structure)

College/Department: <u>ICT Instructional Support Services</u> is responsible for providing end-user services to students, faculty and staff primarily related to web-based technologies and special focus on the academic mission of the university.

Annual Budget: $1,561,351 Personnel + $486,000 Operating
Budget Source: 82% I&G Base, 18% Cost Recovery

Current Staffing:

Department	Regular staff	Student staff
Director	2	6
PC Support Services (PCSS)	4	4
Training Services (TS)	8	2
Student Computing Services (SCS)	3	67
Enterprise Web Services (EWS)	3	1

Current Services: Instructional Support Services provides application administration, documentation, training, and support for http://www.nmsu.edu. NMSU's web-based instructional delivery systems (WebCT and Centra), the general student computing labs, multimedia classroom technology, and campus-wide software licensing programs. Instructional Support Services also develops presentations, brochures, e-newsletters and web sites for many of ICT's services.

Planned Projects and Goals (next 12-24 months):
- To better align service functions a reorganization of several departments will occur in Q1 2005. EWS will be combined with Web Applications Services to provide better web-based solutions. To provide more coordinated end-user services TS, PCSS, and SCS will be consolidated in Instructional Support Services with PCSS providing more leadership support for the labs. A small unit, Strategic Relations is created to develop funding proposals, support joint IT planning efforts, improve communication, develop assessments, and provides initial project/product analysis as needed.
- PC bulk purchasing programs will be maintained and enhanced based on feedback from ACANS. A performance report on this service will be produced by July 2005.
- New Cognos report training for Banner HR and Finance users will be developed and delivered. An upgrade to WebCT Vista is planned for July 2006 with a pilot system available January 2006.
- Pete's Place Cybercafe will be opened by August 2005. New student computing services and facilities will be planned jointly with student groups for the FY05/06 budget.
- Phase I of the Luminis Content Management System will be implemented in Summer 2005.
- Etc…

NMSU Information Technology Data Collection Categories

General services
- Workstation support (purchasing, software, maintenance, repair)
- General end user support (daily-use applications and help desk)
- Servers and shared computing services
- Instructional services
- Research and discipline-specific applications
- Administrative applications
- Networking and data communications
- Information security
- Information and communication facilities (infrastructure and machine rooms)
- Training and education
- Management
- Project management

IT cost containment
- Group and consortia purchases
- Minimizing supported technologies
- Shared implementation
- Open source
- Service level expectations
- Duplicate services
- Outsourcing

Integration with Banner/Luminis
- Departmental systems
- Special purpose systems
- Workflow
- Data warehousing
- Imaging

IT Budget
- Staffing
- Yearly maintenance (software, hardware, other contracts)
- NMSU funded projects
- Grant funded projects
- Revenue sources

Future priorities
- Administrative systems
- Classroom and instructional technology
- Distance/distributed learning technologies
- Data communications
- Research networking and computing
- Wireless information and communication technology
- Training
- Technology refresh and replacement
- Information security
- Project management