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ELIZABETH CITY STATE UNIVERSITY IT Management Flexibility

Introduction

Support of Campus IT Strategic Plan

The primary objective of the IT Strategy at ECSU is to improve the operational effectiveness and efficiency of the university through the use of technology. The planning process for the IT Strategy begins each year when the chancellor has a retreat for his cabinet. The CIO is a member of the chancellor's cabinet. During this retreat university goals for the upcoming school year are established and prioritized. Each unit then establishes goals and objectives that support the university's goals and objectives. As the IT goals and objectives are established, the following inputs are used as the university community continues to achieve its IT core mission of "Improving the Operational Effectiveness and Efficiency of the University through the use of Technology":

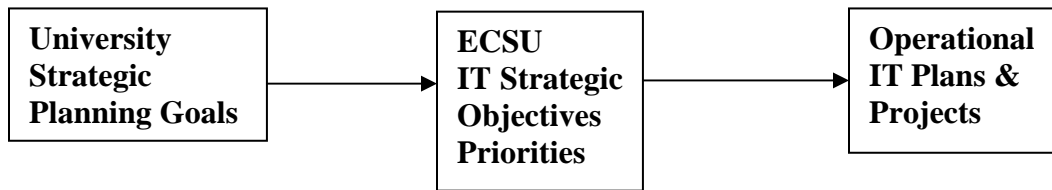
- University Goals and Objectives
- User Requirements
- Board of Governor's Strategy
- ECSU's Strategic Plan
- UNC IT Strategy
- Shared Services Alliance
- Teaching and Learning with Technology Collaborative (TLTC)
- Distance Learning (e-Learning)

The above factors drive the IT operational plan. Users at ECSU have played and will continue to play a key roll in the decisions such as the need to implement WEB for Students, WEB for Faculty, Alumni Development System (ADS) and our Human Resource System (HRS). Likewise, the strategic direction to migrate from SIS/Plus to Banner was user driven. Individuals from the University are active participants as members of the Board of Directors for the Shared Services Alliance and the Board of Directors for the TLTC. End-user groups meet on a regular basis to address their needs. There are user groups for the respective applications at the campus level and at the university level. The university group has representation from each campus.

The IT Strategic Plan is reviewed and approved by the Information Technology Planning and Policy Council (ITPPC). The information then becomes part of ECSU's Strategic Plan. The university's strategic plan is then reviewed and approved by the Administrative Council. The CIO is chairman of the ITPPC as well as being a member of the Administrative Council.

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Diagram of Campus IT Plan Development



Support of the Campus Strategic Plan

ECSU's Strategic Plan 2002-2007 contains six institutional goals. The IT plan supports all six goals. The strategic IT goals are given below with an overview of how they support the University's Strategic Goals.

ECSU Goal #3: The University will attract and retain a highly motivated student body.

The intent of the IT Strategy in support of this goal is to provide state-of-the-art technology for students and faculty in the classrooms and the residence halls. Our instructional technology efforts are designed to assist faculty as they integrate technology into the teaching and learning processes. WEB for Students and WEB for Faculty will provide better access to the information that is needed in real time. Students have access from their residence hall rooms to e-mail and the Internet using wireless technology. Campus computer labs are available for use by students, faculty and staff. Training workshops are conducted for faculty, staff and students.

ECSU Goal #5: The university will enhance administrative efficiency and effectiveness of each organizational unit. As a consequence, through continuous human resource development, expanded automation, improved data processing, and state-of-the-art information technology, students, faculty and staff will acquire and use knowledge in advanced technologies, the teaching/ learning process and organizational effectiveness.

The intent of the IT Strategy in support of this goal is to improve the operational effectiveness and efficiency of each organizational unit through the use of technology. Each faculty and staff member has been provided with desktop computers that are attached to the campus fiber network. They have access to campus provided e-mail and the Internet. Based on need, access is also provided to host-based applications such as Financial Records System (FRS) and Student Information System (SIS). WEB for Students provides students with the capability to view their transcripts/grades and determine graduation requirements using Degree Audit as well as pre-register/register for classes. They can also access their student accounts and determine their financial status such as how much money they owe the university as well as how much financial aid has been awarded. Faculty can get class rolls and enter midterm and final grades directly into the system. These capabilities provide real time access and they eliminate the need for personnel to provide this type of information over the telephone or for students to visit

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the business office, the registrar's office and financial aid. Human Resources System (HRS) is another mainstream application that is used by the Human Resources department and Business and Finance. A new Alumni Development System (ADS) has also been installed. The system will provide improved data management, tracking and record keeping in the Division of Institutional Advancement.

Training workshops are conducted in the Information Technology Center for faculty and staff. These workshops include topics such as basic personal computer concepts, word processing (WordPerfect, Microsoft Word) and spreadsheet (Excel) use, PowerPoint, Internet use, setting up a Website and the use of technology in the classroom. Workshops are often tailored to meet the needs of the targeted group. One-on-one training is also available.

ECSU Goal #6: The University will broaden its educational and community outreach

The e-Learning Program (Distance Education), under the direction of the Virtual College, supports this goal consistent with the UNC IT Strategy Focus 2. The Virtual College extends availability and access to on campus courses via distance education to students who are isolated from campus due to time and/or geographic location. The NCREN Center has two classrooms that are equipped for receiving and delivering instruction. One of the classrooms is located in the Information Technology Center. The other classroom is located in the Jimmy R. Jenkins Science Building.

Support of the UNC IT Strategy

In 1999 the Board of Governors adopted the University of North Carolina's Information Technology Strategy. As a result of this strategy, ECSU received additional IT positions and funding to begin the establishment of a state-of-the-art network infrastructure. Through State appropriations and the Bond project for IT Infrastructure upgrade, the university has been able to complete Phase I of the strategy, which addressed minimum wiring standards. Phase II of this strategy dealt with the following focus areas:

- Administrative Systems and Student Services
- Teaching and Learning with Technology (TLT)
- Distance Learning (e-learning)

Our IT strategy is consistent with and supports the goals established by the UNC IT Strategy. We are active participants by holding full membership on the Shared Services Board of Directors. The CIO represents ECSU on this board. The director of Academic Computing & End User support served two terms on the Teaching and Learning with Technology Collaborative. The Director for Center for Teaching Excellence now serves on the TLTC. We are also active participants in UNC CAUSE, NCREN and the Super Computing Advisory Boards.

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Below we will address each of the focus areas and give an overview of how ECSU's IT Strategy supports the UNC IT Strategy:

UNC IT Strategy Focus 1: Campus Teaching and Learning with Technology includes instructional technology support and equipment that is needed to integrate technology into the Teaching and Learning Process.

The primary leaders in the TLT effort consist of staff from Academic Computing and the recently established Center for Teaching Excellence, which includes the Virtual College and the NCREN Video Conference staff, along with the instructional technology specialist in the School of Education. The instructional technology specialist in Academic Computing & End-User Support Services coordinates training workshops and provides instructional design support and consultation to the faculty. This position also works with the Virtual College staff to provide faculty training in the areas of course design and instructional support for the use of Blackboard, the university's course management system. The instructional technology specialist assigned to the School of Education assists professors and pre/in-service teachers with incorporating technology into the teaching and learning experience. Training is also provided to non-teaching employees in the use of standard application software. A computer lab is designated as the training lab for faculty & staff.

Campus Teaching and Learning with Technology (CTLT) includes the support, equipment, and facilities needed to use information technology to enhance the educational process from course planning and content development through the pedagogical process and assessment:

ECSU Campus activities in support of this strategic focus are:

- Enhancing campus TLT activities through research and training workshops
- Engaging faculty and other users in TLT related conversations through roundtable/brown bag discussions.
- Assessing the effectiveness of TLT efforts through customer surveys
- Creating a collaborative TLT Program by engaging technology users from all academic disciplines and support areas.

UNC IT Strategy Focus 2: Distance Education (e-learning) is the educational process in which the majority of instruction occurs when student and teacher are not in the same place. Instruction may be synchronous or asynchronous and may employ correspondence study, audio, video or computer technologies.

The Virtual College extends availability and access to on campus courses via distance education to prospective students who are isolated from campus due to time and/or geographic location.

ECSU Campus activities in support of this strategic focus are:

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1. To expand accessibility to on campus courses via e-Learning to those who are isolated from campus due to time and/or geographic location. Utilization of existing, new, and emerging technologies will be incorporated.
 - Promote e-learning courses throughout the twenty-one county region and other selected areas.
 - Showcase the Virtual College at ECSU's Technology Expo annually.
 - List Elizabeth City State University online courses with the Southern Regional Electronic Campus web site.

2. To supply faculty with available resources essential to develop, refine and deliver online courses.
 - Integrate technology into course delivery methods through training faculty to use an online course management system (Blackboard). The course management system will allow instructors to deliver course content to their students in traditional face-to-face courses and courses taught totally online.
 - Train additional full-time faculty to use the course management system (Blackboard).
 - Train additional adjunct and evening/weekend faculty to use the course management system (Blackboard).
 - Train faculty members to incorporate multimedia into their online and web-enhanced courses by learning to utilize the Tegrity Web Learner Studio equipment cart. Implemented Summer 2002.
 - Web-enhance additional courses taught at ECSU by using web-based technologies to increase access to course information. All courses will have a web presence for student access using the Blackboard course management system.

3. To positively impact enrollment and increase student retention.
 - Expand e-learning course offerings to reflect all academic majors currently offered on campus.

4. Work towards preparing an academic department to offer at least 50% of a degree online.
 - The Virtual College will be targeting the Business and Economics Department to design, develop and deliver 50% of their business administration degree online.
 - The Virtual College is also working with the School of Education and Psychology to design, develop and deliver a percentage the core teacher licensure courses online.

UNC IT Strategy Focus 3: Services for Students encompasses the administrative processes that students experience throughout their educational lifecycle from pre-enrollment through graduation and alumni relations.

ECSU IT activities in this area are:

- Implemented Web-enabled Services for Students which allows
 1. Students to pre-register and register for classes

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2. Review catalog for course descriptions and degree requirements, check course schedules
 3. Review their transcripts and review grades immediately after grades are posted by faculty
 4. Review financial status of account (money owed, financial aid awarded)
- Implemented Wireless Network Access in the Residence Halls
 - Students have access to campus network and the Internet
 - Manage and support personal computer labs for student use
 - Implementing Campus Pipeline – Portal for Student Services. Alumni /Development System (ADS) Installed for use by Alumni and Development Offices

UNC IT Strategic Focus 4: Administrative Systems includes the processes of system procurement, implementation, operations and maintenance, user support and training, and data sharing for the financial, human resource, student information, and alumni/development systems.

ECSU IT activities in this area are:

- Participating as a full member of the Shared Services Alliance, additional applications and user training have been provided
- Working through and with the Alliance, the Office of the President negotiated and contracted with vendor for the applications and training, resulting in improved services and support to the user community at an affordable cost
- Working through the Alliance, ECSU is planning to migrate all administrative applications from SIS/Plus to Banner
- With the migration to Banner, the university will have access to a relational database, which will provide the capability for data sharing as needed across the user community.

UNC IT Strategic Focus 5: Logistical Needs is defined as the infrastructure, support services, processes, training and other factors needed to achieved the objectives of the other four issue areas.

ECSU IT activities in this area are:

- Network and application security capability installed and operational
- All classroom and administrative buildings have been wired consistent with UNC IT Minimum Wiring Standard
- All residence halls have been wired for wireless capability in the rooms--port by every pillow. One residence hall has both wireless and wiring consistent with the UNC IT Minimum Wiring Standard. As existing residence halls are renovated, they will be upgraded to have CAT-5e wiring as well as wireless connectivity.

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- New residence halls will have both CAT-5 as well as wireless this includes the current privatized housing project.
- All buildings have access to the campus fiber backbone network
- Network access at the desktop can be either 10 or 100 Megabits
- Enhanced User Support and Training is available
- Collaborative Procurement Program is available through the Shared Services Alliances
- Process and procedures are being redefined as part of the Banner migration effort

Reference(s):

Information Technology Strategy for the University of North Carolina: Advancing Campus Computing and Collaboration (<http://www.ga.unc.edu/its/netstudy/netspec.html>)

Support of the Board of Governors Strategic Directions

The UNC Board of Governors Information Technology Strategy is outlined in the “University of North Carolina Board of Governors: Long Range Plan 2002-2007”. ECSU’s support of this strategy is contained in the “ECSU Strategic Plan: 2002-2007”. The Transformation and Change section of this document gives an overview of the IT efforts that are planned and implemented for supporting the UNC Board of Governor’s IT Strategy. Also the support is the same as documented under the five UNC IT Strategic Focus areas. The five UNC IT Focus areas are listed as follows:

- Teaching and Learning with Technology
- Distance Education (e-Learning)
- Administrative Systems
- Services for Students
- Logistical Needs

Reference(s):

The University of North Carolina Board of Governors: Long-Range Plan 2002-2007 (www.northcarolina.edu/aa/planning/reports/longplan/LRP2002-07.pdf and <http://northcarolina.edu/aa/planning/reports/longplan/stratdir.cfm>)

ECSU Strategic Plan: 2002-2007

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Organization

IT Functional Responsibilities

The Division of Information Technology provides centralized IT service for the University. It is divided into three groups, two of which are led by a Director, and the Chief Information Officer is the acting Director of the third group. The IT management staff at ECSU has IT management experience in both the private sector and IT management experience in higher education. The CIO has 38 years of experience in Information Technology. Of the 30 years of private sector experience 25 years were spent in IT management. All eight years of higher education experience have been in IT management. The director of Administrative Computing has 35 years of experience in the Information technology field. Thirty years were spent in the private sector and the other 5 in Higher Education. The director of Academic Computing has 13 years of experience in Information Technology. All 13 years have been spent in Higher Education. The following is an overview of the responsibilities of the groups that report to the CIO:

Administrative Computer Center (Information Systems), which is responsible for maintaining a solid base of technically, oriented computer-related support for the entire university. Its mission include serving as a viable data processing agency for the university, managing efficiently the administrative computing resources of the university, supporting the development of the management information system, and providing the means for its users to meet their goals and objectives. These services include the administrative functions using SCT's applications such as the Financial Records System (FRS), the Student Information System (SIS), the Financial Aid Management (FAM), the Human Resources System (HRS), the Alumni Development System (ADS), and Fixed Assets. The work of the department includes the following:

- To program, test and document the functional users required modifications to the existing applications.
- To serve as the primary consultants to functional users regarding technical utilization of the various application systems.
- To serve as the first level support for problems related to the application systems.

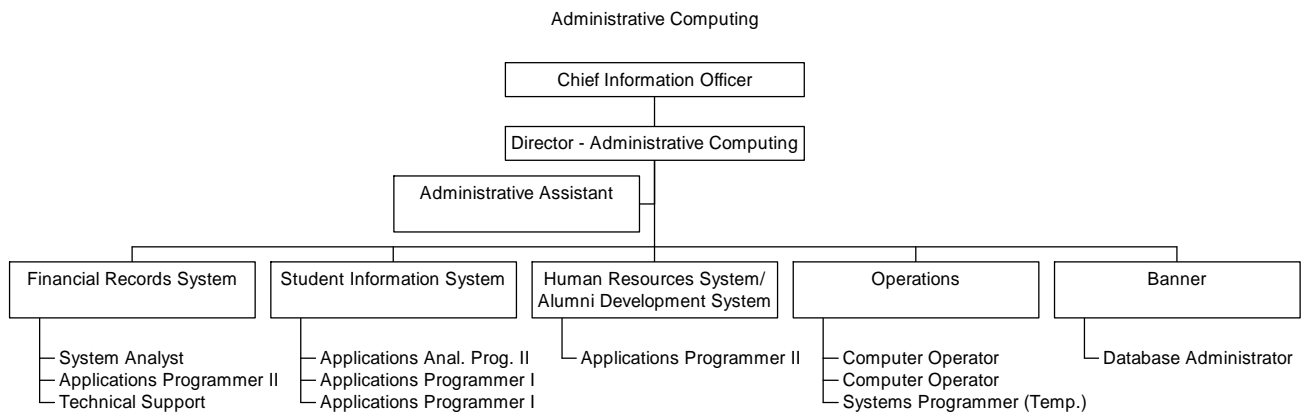
Academic Computing & End-User Support Services, which provides a broad range of assistance to administrators, faculty, staff, and students. This support includes instructional technology, computer lab support, web design and hosting, employee training in the use of productivity software. The department provides end-user support services for all areas of the University. These services include pre-purchase consultations, hardware/software configurations, instructional design, technical troubleshooting & problem resolution, email, web services, and network server support. This department is directly responsible for the four computer labs and the faculty/staff training lab in the Information Technology Center.

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Network Services & Telecommunications, which provides voice and data support. The campus data and voice network infrastructure are increasingly central and critical to the University mission and day-to-day operations. Also, the data and voice networks are becoming increasingly integrated, supporting the traditional data applications, video and telephone/telecommunications services as well as laptop wireless networks.

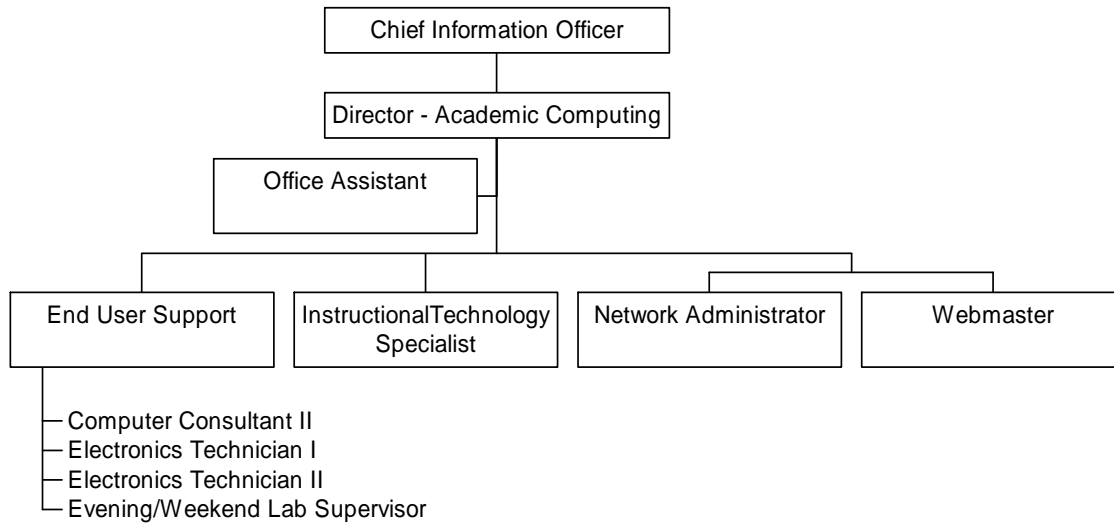
Telecommunications develops the requirements and specifications for campus upgrades and negotiates with vendors and contractors for the implementation of the innovative networks. Additionally, telecommunications operates the systems for controlling access to the campus network and administrative systems, allocation of network resources and bandwidth available to users and applications. Telecommunications is also responsible for the campus Wide Area Network connections including access to the Internet as well as the NCREN connections and applications.

IT Organization Charts

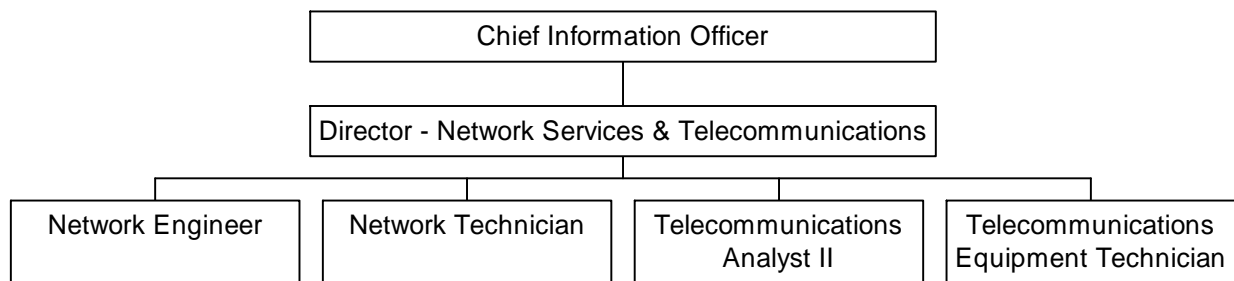


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Academic Computing & End User Support Services



Network Services & Telecommunications



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Standing IT Committees

The Information Technology Planning and Policy Council (ITPPC) is the only standing IT committee on campus. At times subcommittees are appointed by the chairman of the ITPPC to address specific topics. Based on needed expertise and topics being addressed, individual are picked to serve on subcommittees that are not members of the ITPPC. The chair of the subcommittee will be a member of the ITPPC.

This Council develops university-wide policies and procedures associated with all aspects of Information Technology systems and processes. These policies and/or procedures address telecommunications (voice, video and network services), electronic data processing, acquisitions and deployment of IT resources, and the appropriate use of campus IT resources. The council serves in an advisory role in the strategic planning for IT at the university. Updates and recommendations are given at least quarterly to the Administrative Council based upon monitoring campus IT operations and external IT developments.

Composition of ITPPC:

- Chief Information Officer, Chair
- Vice Chancellor for Business and Finance
- Director of Administrative Computing
- Director of Academic Computing
- Director of Library
- Director of Virtual College (e-learning)
- Instructional Technology –Teacher Education
- Instructional Technology - General
- Registrar
- 2 Faculty Members (Selected by Faculty Senate)
- 2 Staff Members (Selected by Staff Senate)
- 1 Student (SGA President or selected by SGA)

IT Decision Making Process

The CIO is the focal point for all IT decisions on campus. The CIO reviews and approves the purchase/acquisition of all computer related hardware and software. The review ensures compliance with strategic directions, need and compliance with state purchasing guidelines. Based on the impacts that a product implementation will have on the entire university, the CIO will seek approval from the Chancellor, the ITTPC and the Administrative Council. The CIO reviews decisions that have been made by the Shared Services Alliance Board of Directors so that the university is supportive of these decisions. User community support is key to having a successful IT plan.

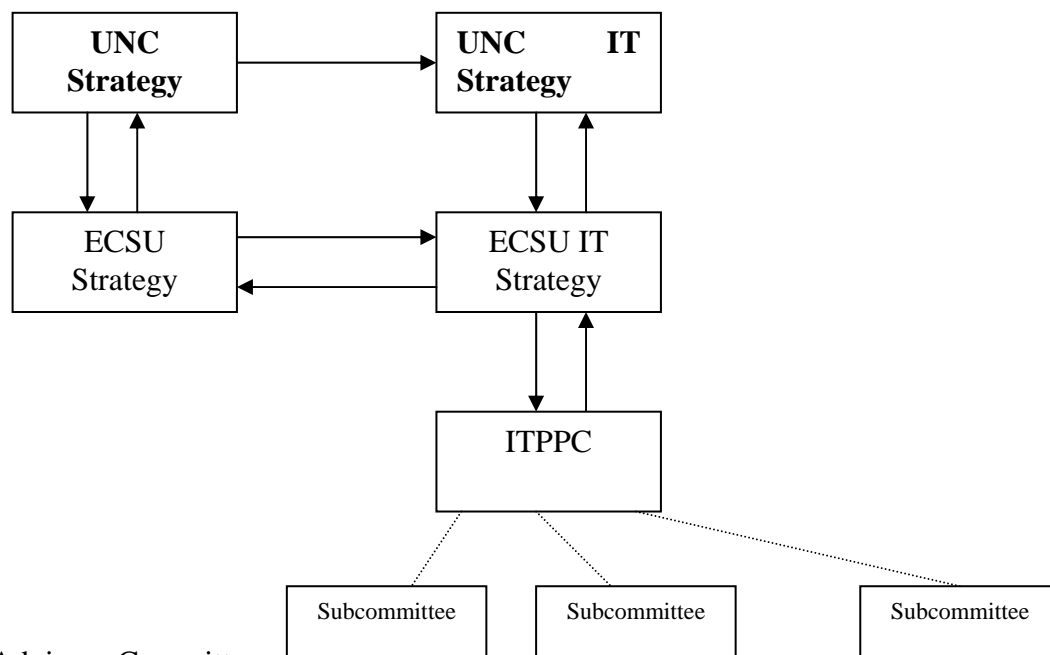
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IT Infrastructure, Policies, Procedures and Standards

Policy Approval Process

Information Technology policies are developed by a subcommittee of the Information Technology Planning and Policy Council (ITPPC). Once the policy is developed, it is reviewed and approved by the ITPPC. The policy is then sent to the Administrative Council membership for review and comments. Once the comments have been received and addressed by the ITPPC subcommittee it is then reviewed and approved again by the full ITPPC. The policy will now be sent to the Administrative Council where a vote will be taken at the next scheduled meeting of this Council. Once approved by the Administrative Council, the Chancellor makes the determination if the policy is one that should be reviewed and approved by the Board of Trustees before implementation takes place. A policy can go into effective after being approved by the Administrative Council or after approval by the university's Board of Trustees is received.

Project Planning Process



NC-REN Advisory Committee:

The CIO and his staff are members of the Advisory Committee, which convenes monthly.

UNC CAUSE Meetings:

UNC CAUSE was established in 1970 by the sixteen University of North Carolina campuses for the purpose of *promoting cooperation and information exchange between the campuses of the UNC System in all areas related to information technology.* (Reference: www.unccause.org)

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Elizabeth City State University takes an active part in the annual UNC CAUSE Fall Conference by sharing and collaborating on best practices through delivering and attending formal presentations and birds-of-a-feather meetings, as well as participating in informal networking.

IT Infrastructure – Campus Backbone and Network Description

Elizabeth City State University recently enhanced its campus infrastructure by implementing a Cisco based network to interconnect the campus. This switched network provides the bandwidth, the flexibility, and the capability of growth to support all foreseeable University networking demands over the next five years. This network includes a 4-node LAN Core switching concept with Gigabit connections to stackable distribution switches located in each campus building. These are fiber links, which allows a backup path for each of the core switches. All port speeds will support either 10 or 100 Mbps data transport speeds to the desktop. The campus network is wired consistent with the University of North Carolina IT Phase 1 Strategy wiring standards. Additionally, all of the Residence Halls currently have wireless internet access capability, and as the dormitories are renovated, all will eventually have dual internet access capability, wireless as well as physical cabling.

Security:

The network includes a redundant Internet Firewall with a single Demilitarized Zone (DMZ). The management is configured on a separate server. Internet Intrusion Detection (IDS) is also provided on a separate server. Additionally, the network includes a redundant Intranet Firewall to protect the Administrative Computing Resources. The Data Center and Server Room have controlled and limited access.

The University's critical applications require passwords for access. Modifications of the application software are protected from abuse by an electronic software control procedure. Information security is managed and controlled in accordance with the university's Information Security Policy.

Additionally, all University desktop computers are password protected, and in areas controlling critical financial, personnel and student data, unattended systems are keyboard locked after five minutes.

IT Infrastructure –Administrative Applications

The following Systems and Computer Technology (SCT) applications are being used to meet the Administrative Computing needs at ECSU:

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1. Financial Records System, including:
 - a. Financial Accounting
 - b. Accounts Payable
 - c. Purchasing
 - d. Fixed Assets
 - e. Accrual
 - f. On-Line Requisitioning
2. Student Information System, including:
 - a. On Course (Degree Audit)
 - b. Housing Module
 - c. EDI.Smart
 - d. On Line Registration
 - e. Student Transcript viewing and updating
3. SIS Financial Aid Module, including:
 - a. Packaging Aid Resource
4. Human Resources System
5. Alumni Development System
6. E-Print
7. FOCUS for Reporting

Computer Room Services and Hardware

Data Center

The Data Center is an 880 square feet computer room housing a Clustered DS20E Compaq Dual Alpha servers) running an OpenVMS Operating System (7.2-1). The peripheral devices include two high-speed printers, a Compaq Storaqworks TL891DLX Mini-library, (Disk Drive). The Data Center provides administrative and academic computing services for the entire campus. These services include the administrative functions using SCT's applications such as the Financial Records System (FRS), the Student Information System (SIS), the Human Resources System (HRS) and the Alumni Development System (ADS). The Data Center also houses the Web for Students and Web for Faculty applications that provide a variety of academic functions. Additionally, the Data Center houses the Mainsaver server and the Payment Gateway system that provides the capability of payment by credit card.

The Data Center has controlled and limited access, a controlled environment, a raised floor, a sprinkler system and a Mitsubishi 2033A Series UPS system.

Server Room

The university has maximized support & service through the strategic relocation of servers from across campus locations to an 1180 square feet server room. In this location the Network Administrator manages and supports servers supporting various academic and administrative

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operations including e-mail, web, virus protection, calendaring, DHCP, e-learning, administrative support, Student Health Services, Luminus, ID/POS, and Financial Aid.

The Server Room has a sprinkler system and a Mitsubishi 2033A UPS system.

Help Desk and Student Help Desk

A formal Help Desk is not offered at this time. However, Administrative Computing and Academic Computing provide computing services and assistance to faculty, staff and students. These services include telephone support for IT related problems such as desktop computing support, student computing issues (labs and wireless communications), PC repair and maintenance, security and virus protection as well as telephone support.

Student Computer Labs

There are four open labs in the Information Technology Center available to students and faculty. These labs are available for general purpose computing activities as well as for instructional use. In addition to these labs, there are approximately 22 other computer labs located in academic departments on the campus, which in most cases support discipline specific research and applications.

Library Systems

The Library is wired and workstations are available for use by library patrons. In addition to the Card Catalogue System, patrons have access to a variety of on line databases. Faculty, staff and students can access the card catalogue system from any workstation on campus.

University Web Page

The University web page is designed to provide relevant and timely information to students (prospective and current), faculty, staff, alumni, and friends of the university. At the time of this report, a new design, which will be ADA compliant, is being implemented.

Wireless Connectivity

All of the residence halls and the Information Technology Center at ECSU have wireless connectivity to the Internet and the campus network. One residence hall has both wireless and CAT-5E wiring. Over the next 12 to 18 months, wireless connectivity will be expanded to classrooms and other selected common areas on campus.

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Management Processes

The CIO is the focal point for all IT management decision at ECSU. The Information Technology Planning and Policy Council has the responsibility for establishing, reviewing and approving all University Wide IT policies and procedures.

The need for a university wide IT policy may originate from anyone on campus. The CIO will appoint a sub committee from the ITPPC membership to research the need and then draft this policy if research supports the need for such a policy.

The policy is then circulated to the entire council for review and comments. Once comments have been received and factored into the draft, the policy is reviewed and approved at the next monthly ITPPC meeting.

Once this Council has approved the policy they policy is then sent to the Administrative Council membership for review and comments. Any suggested changes are given to the sub committee for either incorporating into the policy or rejecting the suggestion.

The updated policy is then sent to the ITPPC for final approval prior to the policy being submitted to the Administrative Council for a formal approval. The approval of the Administrative Council is required prior to a policy going into effect.

Some policies are taken before the Board of trustees for review and approval before they are put into effect. The decision to have a BOT review is made by the Chancellor in conjunction with the CIO.

The last step in the policy approval process is to put the policy on the web. A similar path is used for major campus wide procedures. Procedures are not taking beyond the Administrative Council for approval.

Acquisitions for Major IT Goods and Services

The acquisition of all IT goods and services require the approval of the CIO. State purchasing guidelines are used for the acquisition of IT goods and services. Any single purchase that exceeds ECSU's purchasing limit of \$35,000 is reviewed and approved by State purchasing. If an item is not on the State contract and the cost exceeds \$2,500 the item is bid with three bids being required. Sole source justification is used only when a single vendor provides the goods or services being requested.

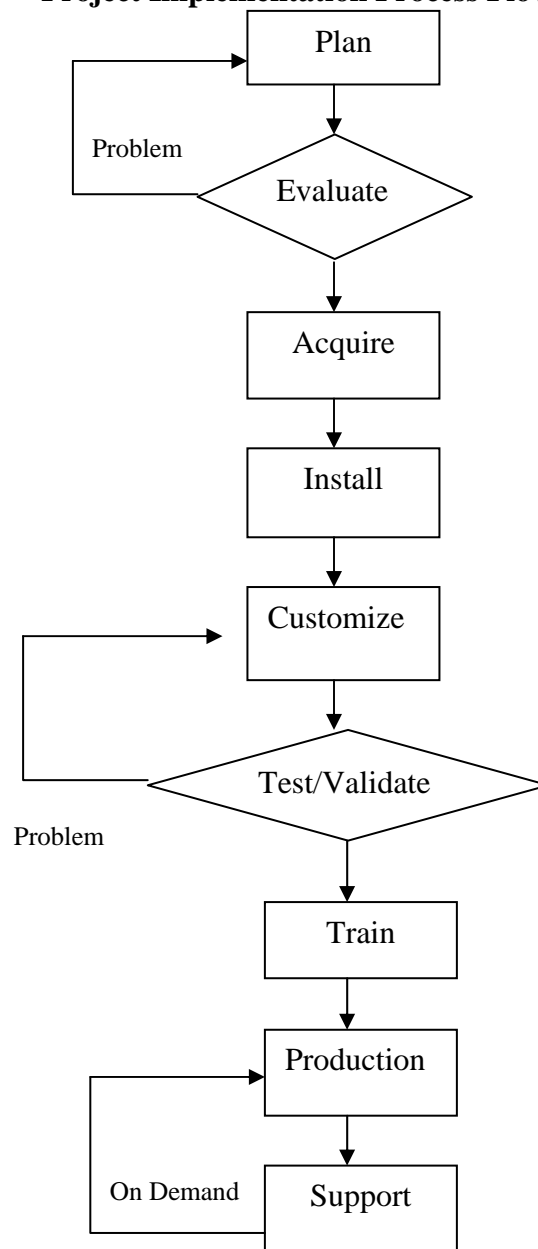
Major IT Implementation Projects

The university uses buy product solutions as opposed to developing new products. This approach is more cost effective for us. Our implementation cycle is installing, testing and doing some customization of off-the-shelf products. As part of the acquisition of the product we also

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contract with the provider, when needed, to assist us with the installation, customization, testing and training. As a full member of the Shared Services Alliance we have been able to enhance and extend our IT goods and services that are being provided by the small IT staff at ECSU through collaboration. Our process is as follows:

Project Implementation Process Flow



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IT Life Cycle Management

The University has adopted a “PC Replacement Policy,” which governs the acquisition and disposal of personal computers. The life cycle of personal computers is three years. In some instances the life cycle may extend to four years. If a computer no longer meets the needs of an employee, but it could be used to satisfy a current need elsewhere on campus, the computer is returned to the Information Technology Center to be reformatted and re-issued to another user. Once it is determined that the computer cannot be used to satisfy a need at the university, the equipment is transferred to Fixed Assets for disposal.

Network infrastructure equipment is replaced as needed, based on the growth of campus requirements and General Administration Network guidelines.

IT Professional Development And Training

Due to the availability of funds, professional development is limited. Staff members do get an opportunity to attend UNC Cause. They also have the opportunity to attend other key user group conferences. On campus workshops and seminars are used for training and knowledge transfer for selected topics. When a new applications, systems and new technologies are implemented at the university, training and knowledge transfer takes place are part of the implementation. The required training and skills is provided by the by the product vendor. At other times it is provided by the outside agency that assist with the installation. We have used train the trainer as well as training the required technical staff and key users.

Disaster Recovery and Business Continuity Planning

In addition to the procedures described in the Disaster Recovery Plan, the university has methods for manually registering students and paying bills.

Customer Requests & Complaints

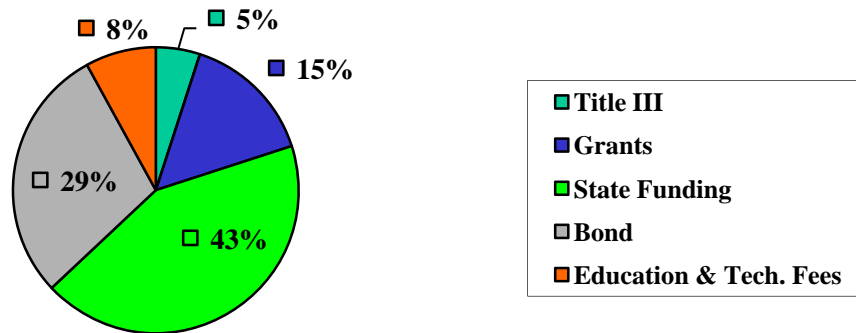
The CIO and department directors monitor customers’ requests and assign the task to be completed to the appropriate personnel. The IT management team also receives complaints via email, phone calls, and face-to-face contact with customers. Complaints are noted, shared with employees, and resolved when possible.

State EDP and Financial Audits

The last formal IT audit was conducted by the State Auditor’s office from September 26, 2000 through November 9, 2000. The primary purpose of the audit was to evaluate the IS general controls that were in place during that time frame. The results of that audit are documented in the following document entitled:

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Funding Distribution (Academic Year 2002/2003)



Conclusion

Elizabeth City State University has a robust IT infrastructure that includes a central IT organization that provides a full range of computing services to the university community. A value-added amenity to the IT unit at ECSU is the Information Technology Center which houses all major IT functions under a single roof—the Office of the CIO, Administrative Computing, Academic Computing, Telecommunications & Network Services, NC-REN, and the Virtual College. This facility affords one-stop shopping for end-user support and services.

The IT planning process is driven by a committee structure. Major IT decisions and initiatives are well informed by the various constituents at the university. The ITPPC is comprised of a representative and diverse group of employees and students. When it is necessary, appropriate subcommittees are formed to further inform the decision-making process.

The university has a formal approval process for managing IT purchases, developing and implementing IT initiatives. Implementing the PC Replacement Policy has enhanced this process.

Elizabeth City State University systematically monitors its strategic planning process, ensuring a dynamic and structured instrument for guiding and evaluating the progress of the university. ECSU's strategic plan, the IT strategy, the UNC system's Strategic Plan, and the UNC system's IT Strategic Plan share the appropriate links which yield practical as well as accountable IT decisions at ECSU.

It should be clear to the readers of this document that Elizabeth City State University has the necessary management staff and internal controls to prudently plan, acquire, implement, and deliver information technology. The SAC's review process and the excellent report of the IS/IT

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audit attest to the university's ability to discharge its responsibilities with integrity, civility, and sensitivity.