Strategic Plan

for

Information Resources Management

For the Fiscal Years 2003-2007 Period

by

Texas Tech University

June 2002

Signed: _____
Dr. Gary Wiggins, Vice President for Information Technology

Approved: _____
Dr. David Schmidly, President, Texas Tech University

Table of Contents

Introduction & Summary

Committed to teaching and the advancement of knowledge, Texas Tech University, a comprehensive public research university, provides the highest standards of excellence in higher education, fosters intellectual and personal development, and stimulates meaningful research and service to humankind.

Texas Tech University will be a national leader in higher education – manifesting excellence, embracing diversity, inspiring confidence, and engaging society. The university aspires to a national recognition of excellence and performance in scholarship through teaching, research, and service.

As found in its LAR, Texas Tech University pursues goals of instruction and operations, infrastructure support, and special items support. Strategies in instruction and operations include operations support, teaching experience supplement, staff group insurance premiums, Texas Public Education Grants, indirect cost recovery, organized activities, formula hold harmless, and capital equity and excellence funding. Strategies in infrastructure support include E&G space support, tuition revenue bond retirement, and Skiles Act revenue bond retirement. Strategies in special item support include library archival support, master's of social work, agricultural research, energy research, emerging technologies research, Junction Annex operation, small business development, museums and centers, the International Trade Center, the Center for Financial Responsibility, the Fredericksburg facility, institutional enhancement, and TRB service adjustment.

At Texas Tech University, information technology will be a recognized center of excellence in leveraging information technology to stimulate the exchange and creating of knowledge. Information will exist in an integrated environment that fosters an open, collaborative, and unifying culture.

Information technology at Texas Tech University pursues goals of access and technology, an integrated IT environment, technology infrastructure, IT management effectiveness, and support, research, and economic development.

Table 1: Goals, Objectives, Strategies, and Programs

Item	Description
Goal 1	Access and Technology: Create a technology-enriched environment for learning that is both effective as an aid in supporting the experiences of teaching and learning and is instructive by reflecting the technology environment graduates will work in after leaving TTU. (Note: each objective has quantifiable assessments attached with it, which are viewable at http://www.infotech.ttu.edu/strat/itsp.html; each goal also has critical success factors associated with it).
Objective 1.1	Deliver students access to technology.
Strategy 1.1.1	Create fully supported, 24x7 student computer access areas supplied with contemporary equipment and software within a 5-minute wall from any on-campus residence location, and provide appropriate access for students using their own devices to make contact with networks from off campus.
Strategy 1.1.2	Create similar areas configured for workgroup rather than individual use. Also make contemporary computing and networking tools for collaboration available ubiquitously to students for creating workgroups at a distance.
Strategy 1.1.3	Use wireless and other technology to bring network access via portable devices to all appropriate classrooms and other campus locations.
Strategy 1.1.4	Establish relationships with vendors that leverage the buying power of Texas Tech to create opportunities for students to acquire computers, PDAs (Personal Digital Assistants), and other technology at attractive pricing.
Strategy 1.1.5	Provide students access to portal technology, high-volume access to network storage, and collaborative on-line tools.
Strategy 1.1.6	Maintain formal and informal contacts with students, student government, and student organizations on IT needs and issues.
Objective 1.2	Enable technology-enhanced teaching.
Strategy 1.2.1	Support the special needs of teaching and learning in very technology-focused areas such as engineering, the sciences, and business by providing and maintaining technology for those units in collaboration with their faculty and staff.
Strategy 1.2.2	Increase the number of distance/technology education classrooms to keep pace with demand.
Strategy 1.2.3	Offer faculty the ability to Web cast and to have cheap and easy video interaction with students – individually or in groups.
Strategy 1.2.4	Collaborate with faculty and others in seeking external funding for technology in teaching, including redesigning processes and methods of instruction.
Strategy 1.2.5	Collaborate with faculty in the humanities and social sciences to extend technology into their pedagogy.
Strategy 1.2.6	Implement an appropriate replacement cycle for faculty computers campus-wide.
Objective 1.3	Use technology to foster lifelong learning and support distance education.
Strategy 1.3.1	Maintain long-term connectivity with former students.

Strategy 1.3.2	Provide contemporary mechanisms and infrastructure for delivery at a distance to lifelong learners and others.
Programs Affected	Instruction, operation, infrastructure support, special items support
Goal 2	Integrated IT Environment: Deliver information and services in an integrated environment that fosters an open, collaborative, and unifying culture and provides ubiquitous access to needed information.
Objective 2.1	Use e-business and the Internet to deliver services better, faster, and easier and to leverage the valuable time of employees and students.
Strategy 2.1.1	Use the Internet as the primary mode of conducting the routine administrative business of being a student, a faculty member, or a staff member, and use the transition to the Internet as an impetus and occasion to reengineer processes and activities and to eliminate processes and activities that cannot be justified by their value added.
Strategy 2.1.2	Create a connected and University-wide ability for all member of the TTU community to communicate and obtain services electronically.
Strategy 2.1.3	Replace or enhance legacy, old-tech administrative application systems in finance, student information, human resources, library, and other areas to allow appropriate delivery of services.
Strategy 2.1.4	Implement e-commerce and e-government applications to allow better interaction with stakeholders and others outside the immediate campus community.
Objective 2.2	Make needed information available to students, faculty, and staff available easily.
Strategy 2.2.1	Remove outdated and artificial barriers to access information – both technical and policy-based.
Strategy 2.2.2	Use the Internet as a primary delivery vehicle for needed information.
Strategy 2.2.3	Create secure, well-structured data warehouse applications and powerful and easy-to-use tools to access them on demand.
Strategy 2.2.4	Acquire or develop powerful, relevant, and easy-to-use software for decision support and modeling to facilitate informed and data-driven decision-making at TTU.
Strategy 2.2.5	Use portal solution (and their successors) to deliver information to students, faculty, potential students, and staff.
Objective 2.3	Provide data and analysis for assessment, performance measurement, and accountability.
Strategy 2.3.1	Create assessment databases and make them easy to use, and provide additional analysis for assessment for performance measurement on demand.
Strategy 2.3.2	Provide accountability data to all relevant consumers.
Programs Affected	Instruction, operation, infrastructure support, special items support
Goal 3	Technology Infrastructure: Supply a reliable, state-of-the-art information technology infrastructure.

Objective 3.1	Operate state-of-the-art telecommunications networks.
Strategy 3.1.1	In collaboration with others at TTU, TTUHSC, and in the industry, create uniform Texas Tech-wide standards, policies, and methods of operation for all data, voice, and video networks to create an integrated, fully networked, fully connected institution.
Strategy 3.1.2	Create and maintain a comprehensive and effective e-mail, network data storage, user authentication, and security operation, using events such as the implementation of new technologies to achieve needed consistency across the enterprise.
Strategy 3.1.3	In collaborate with researchers at TTU, with faculty working in distance education, and with other stakeholders, maintain adequate and expanding access to bandwidth going off campus to ensure appropriate performance.
Strategy 3.1.4	In collaboration with all appropriate parties, maintain adequate and expanding access to on-campus network services.
Strategy 3.1.5	Implement wireless and other new networking technology to keep TTU's networking contemporary.
Strategy 3.1.6	As changing technology dictates, plan the integration of voice and other networks.
Strategy 3.1.7	Create and enforce uniform standards and procedures for network security, and do the same for network-connected servers and devices.
Strategy 3.1.8	Increase the reliability and uptime percentages of networks.
Strategy 3.1.9	Integrate Junction and any other external TTU facilities with the campus network.
Objective 3.2	Deliver basic services reliable and effectively.
Strategy 3.2.1	Utilize mainframe resources efficiently, and leverage mainframe reliability. Create efficiencies through effective systems programming and management.
Strategy 3.2.2	Provide hosting, backup and recovery, and other services for non-IT Division servers.
Strategy 3.2.3	Provide expanded storage economically through implementation of Storage Area Networks.
Strategy 3.2.4	Provide services through scalable, platform-independent, industry-standard products.
Strategy 3.2.5	Deliver voice service efficiently and affordable while preparing for delivering these services in an integrated telecommunications setting.
Objective 3.3	Supply training, consulting, and customer support.
Strategy 3.3.1	Expand Help Desk functions to cover all basic areas as close to 24x7 as needed.
Strategy 3.3.2	Provide desktop support to "have not" departments and areas and provide consulting and backstopping desktop support services to "have" departments.
Strategy 3.3.3	Expand the scope and availability of computer and/or network-based training in technology for students, faculty, and staff.
Strategy 3.3.4	Create expert level resources to support departments in answering higher-

	level technology questions.
Strategy 3.3.5	Create an independent technology assessment and consulting group within the IT Division to work with researchers and others to identity, evaluate, and help manage new and changing technologies in a timely way.
Strategy 3.3.6	Increase the frequency and depth of both formal and informal contacts between members of the IT Division and our community of customers, especially faculty and students.
Objective 3.4	Maintain and develop TTU's human IT infrastructure.
Strategy 3.4.1	Make ongoing training a priority within the IT Division, and make budgeting adequate time and resources for it a requirement for IT managers.
Strategy 3.4.2	Provide a career path other than moving to management for IT professionals.
Strategy 3.4.3	Implement a flexible, market-based, and realistic pay plan for IT professionals.
Strategy 3.4.4	Leverage the teaching resources of the University by encouraging and supporting IT staff to take courses and seek degrees at TTU.
Objective 3.5	Support access and diversity in employment.
Strategy 3.5.1	Recruit a diverse workforce.
Strategy 3.5.2	Retain a diverse workforce.
Programs Affected	Instruction, operation, infrastructure support, special items support
Goal 4	Support, Research, and Economic Development: Support research, service, economic development, and service in rural areas.
Objective 4.1	Support high-performance computing.
Strategy 4.1.1	Work with researchers to seek external funding for high-performance computing.
Strategy 4.1.2	Connect high-performance computing activity at the Reese center with high-performance computing users and facilities on the TTU campus.
Strategy 4.1.3	As needed, provide hosting and other support and infrastructure for Beowulf clusters and other high-performance computing facilities on the TTU campus.
Objective 4.2	Provide effective and innovative support for researchers, including those in areas beyond those traditionally associated with information technology.
Strategy 4.2.1	In collaboration with the Teaching, Learning, and Technology Center, and others, provide consulting, training, and other services for researchers, including those in the humanities and social sciences, needing to incorporate technology in or in support of their research.
Strategy 4.2.2	Provide expanded opportunities for graduate students to find employment opportunities as graduate assistants in the IT Division in activities that are relevant to their course of study and research.
Strategy 4.2.3	Through more systematic contacts with the faculty, make researchers more aware of the resources available within the IT Division.
Objective 4.3	Be a factor in economic development, and bring access to technology to

	rural Texas.
Strategy 4.3.1	Provide collaboration and consulting to those on and off campus working to use technology for economic and rural development.
Strategy 4.3.2	In collaboration with researchers, seek external funding for rural and economic development.
Strategy 4.3.3	Encourage employees in the IT Division to participate in advisory and governing groups related to rural and economic development, and reward them for these service activities.
Strategy 4.3.4	As appropriate, host or support a technology infrastructure for economic and rural development.
Programs Affected	Instruction, operation, infrastructure support, special items support
Goal 5	IT Management Strategy: Manage IT as a strategic resource.
Objective 5.1	Provide strategic investment.
Strategy 5.1.1	Through procurement review and coordination and collaboration, decrease or eliminate duplicate or inconsistent investment at TTU. Ensure that the major IT investments of all units are in line with institutional goals and strategies.
Strategy 5.1.2	Decrease the number of vendor relationships, while making those remaining more leveraged and strategic. Use mainstream vendors as sources of information on directions within the IT industry.
Strategy 5.1.3	Increase spending for IT both in total amounts and as a percentage of overall spending.
Strategy 5.1.4	Program IT investment into the planning process for additional HEAF, TRBs (Tuition Revenue Bonds), and commercial paper. Seek external funding aggressively and systematically.
Strategy 5.1.5	Drive investment by strategic priorities, not by precedent for familiarity and level of comfort with a particular technology.
Objective 5.2	Provide strategic governance and direction.
Strategy 5.2.1	Create formal collaborative councils and committees, including a CIO Council to address collaborative issues with the TTUHSC, a Strategic Direction Committee to address campus-wide IT issues, a Private Industry Advisory Group, and a Technology Advisory Committee to address technical and tactical IT issues at TTU.
Strategy 5.2.2	Coordinate the work and planning of the IT Division with the IT-related activities of the colleges and other division at TTU.
Strategy 5.2.3	Make strategic planning and assessment an on-going activity for the IT Division.
Strategy 5.2.4	Use systematic technology assessment, and review to reach and remaining state-of-the are in IT.
Programs Affected	Instruction, operation, infrastructure support, special items support

Table 2: Agency Databases

Database Name	TechFim, TFMSYSDB
Database Description	A collection of VSAM, DB2 tables, and sequential files consisting of financial data; provides all accounting & fiscal reporting for members of the university community connected with business and fiscal affairs.
Database System	DB2, VSAM
Database Size	VSAM – 6.5 GB (anticipated growth factor of 25%) DB2 – 6.0 GB (anticipated growth factor of 100%) Sequential – 2.5 GB (anticipated growth factor of 10%)
GIS Classification	Supports no spatial operations and contains no geographic data that would be of use to the state.
Sharing	Data is shared with the State Comptroller's Office, TTU & TTUHSC fiscal affairs offices. Some of it is online; some is electronically transmitted to Austin.
Future	Future technology under investigation.
Database Name	TechPay
Database Description	Payroll system for Texas Tech System, used primarily by the Payroll Department.
Database System	DB2, with some interface to VSAM files for accounting.
Database Size	5.4 GB, expect approximately 750MB per year growth
GIS Classification	Supports no spatial operations and contains no geographic data that would be of use to the state.
Sharing	Shares wage information with federal and state agencies for tax. Retirement, insurance, garnishments, and employment reporting.
Future	The interface will change if TTU moves to a new accounting system.
Database Name	HRTREMDB, HRTRCTDB, HRTRSTDB, HRSATsDB, and HRSPYTDB, (common name: Techris)
Database Description	Houses personnel, security, applicant tracking, time capture, state level reporting, and other Human Resource information.
Database System	DB2
Database Size	HRTREMDB 919K (growth = 30% per year) HRTRCTDB 10K (growth = 5% per year) HRTRSTDB 14K(growth = 1% per year) HRSATSDB 126K (growth = 5% per year) HRSPYTDB 129K(growth = 15% per year)
GIS Classification	Supports no spatial operations and contains no geographic data that would be of use to the state.

Sharing	State of Texas, TTU/TTUHSC online
Future	Replacement of the applicant system is currently under review.
Database Name	TSISPROD (Student Information System)
Database Description	Production Student Information Systems Database
Database System	DB2
Database Size	33.19 GB, <10% annual growth
GIS Classification	Supports no spatial operations and contains no geographic data that would be of use to the state.
Sharing	N/A
Future	Continuously upgraded with local and vendor modifications. The Law School will be added to this database effective Fall 2003.
Database Name	Budget
Database Description	Budget system for Texas Tech System, used primarily by the Budget Offices.
Database System	DB2, with some interface to VSAM files for accounting.
Database Size	277 MB, expect approximately 50MB growth per year
GIS Classification	Supports no spatial operations and contains no geographic data that would be of use to the state.
Sharing	Shares budget information with state agencies related to statewide budget reporting and the Legislative Appropriations Request (LAR).
Future	Interface changes if the accounting system is replaced.
Database Name	TTUPAC (Public Access Catalog)
Database Description	Public Access Catalog for the Texas Tech University Library.
Database System	Indexed Sequential Access Method
Database Size	
GIS Classification	Supports no spatial operations and contains no geographic data that would be of use to the state.
Sharing	
Future	Switching to ExLibris in FY 2003.
Database Name	Fleming Systems 4Site Facilities Management System
Database Description	A client/server based maintenance and materials management system. The system performs dynamic work scheduling, integrated equipment as asset management, accounting, purchasing, maintenance, inventory stores, price books, and cost collection.
Database	Oracle 8.1

System	
Database Size	13 GB, expected growth of 15% annually
GIS Classification	Supports no spatial operations and contains no geographic data that would be of use to the state.
Sharing	N/A
Future	Possible conversion to Oracle 8i and Windows 2000.

Table 3: Agency Applications

Application Name	TechFim
Application Type	Financial System; data warehouse. Interfaces with several client departmental systems.
Application Description	Provides data integrity, warehousing, processing of all university financial data for all business related functions (i.e., accounting, purchasing, payables, fixed assets, etc.).
Database System	VSAM/DB2/Sequential
Development Language	COBOL/Natural
Sharing	State Comptroller's office; other TTU/TTUHSC departments; is accomplished via online, FTP, reports, etc.
Future	Future technology under investigation.
Application Name	TechPay
Application Type	Human resources, payroll.
Application Description	Payroll system for Texas Tech System.
Database System	DB2
Development Language	Natural
Sharing	Share wage information with federal and state agencies for tax. Retirement, insurance, garnishments, and employment reporting.
Future	Interface changes if a new accounting system is implemented.
Application Name	Budget
Application Type	Human Resources/Budgeting
Application Description	Budget System for Texas Tech System.

Database System	DB2
Development Language	Natural
Sharing	Shares budget information with state agencies related to statewide budget reporting and the Legislative Appropriations Request (LAR).
Future	Interface changes if a new accounting system is implemented.
Application Name	TechRis, HRIS
Application	Human resources
Application Description	Data warehouse for personnel, applicant tracking, HRIS, time capture.
Database System	DB2
Development Language	Natural/CSP
Sharing	State of Texas, TTU/TTUHSC online
Future	Replacement of the applicant system is currently under review
Application Name	SCT's SIS Plus 2000 (TechSIS)
Application Type	Mainframe Student Information System, partially web-enabled
Application Description	Fully integrated student information systems, supporting undergraduate admissions, student records, degree audit, financial aid, billing, and receivables for TTU/TTUHSC System.
Database System	DB2
Development Language	COBOL
Sharing	N/A
Future	Continuously upgraded with local and vendor modifications. Law Admissions will be moved as of Fall 2003. Interface changes if a new accounting system is implemented. Additional, web enablement for students and faculty.
Application Name	TTUPAC (Public Access Catalog)
Application Type	Library automation, web enabled
Application Description	Public Access Catalog for the Texas Tech University Library.
Database System	Indexed Sequential Access Method
Development Language	Object code from vendor (Data Research Associates)

Sharing	
Future	Switching to ExLibris in FY 2003.

Table 4: Information Resources Management Organizations, Policies, and Practices

Category	Brief Summary/Overview
Priorities	Information resource priorities at Texas Tech University are set at various levels. The overall strategic direction of IT is the responsibility of the CIO who, reporting to the President, sets the direction in collaboration with the Provost, Deans, and Vice Presidents of the university. An IT Strategic Advisory Committee of senior administrators provides formal guidance in this process. More tactical priorities are managed by an IT Technology Advisory Committee, with representation from all major campus constituencies, a Student Advisory Committee from the student government, and by various ongoing and ad hoc resource allocation and project management committees.
Planning	Methodologies for planning, developing, and implementing information resources vary with the scope of the project from very formal and detailed project management in the cases of, say, the development of applications systems or the build-out of network resources to more information arrangements in cases such as helping a student organization with its web site. However, in all significant cases, executive management via the office of the CIO, end-users, project managers, and the project staff are fully engaged with defined responsibilities.
Quality Assurance	Departmental policies involve documentation of all system processes, extensive internal and external testing, and all reported problem areas. Resolution is tracked and managed via problem forms and/or work requests. Changes requested from the user community are defined and agreed upon before work is done. All software changes must be approved through a quality control process that reviews the requested changes, scope, impacts, testing scope, and testing results. Approved changes utilize the legitimate change management software, and must be fully compliant with change control procedures as established by the Technology Operations and Systems Management department (TOSM) within the Information Technology Division. Various key departmental individuals from technical and functional areas meet regularly to review continued system functionality and provide the university the appropriate checks and balances needed to ensure the proper level of quality required. TOSM conducts weekly and bi-weekly meeting with IS to discuss outstanding problems, current projects, and change management. All system and application changes are documented and approved through TOSM and the Information Systems department (IS). TOSM has documented uptime and response time goals for all applications.
Personal Computer	Texas Tech University has recommendations for an appropriate replacement cycle for personal computers. Implementation of the cycle is

Replacement Schedule	dependent upon funding. While final decisions regarding the actual replacement expenditures are partially decentralized and sometimes left to colleges, programs, and departments, and while funding sources are very heterogeneous both as to source and amount across the units, the overall goal is for full implementation of the replacement cycle. Leasing options are currently under review. Overall plans for replacement cycles are scheduled for campus wide review and revision during FY 2003. The replacement of PCs for the Information Technology Division is cost effective while helping manage our high end user needs. The process involves various life cycles and the cascading of PC equipment based on different user requirements. Initially, the needs of the end user are evaluated and determined. Next, high end users and students computing labs are assigned a 1-year life cycle for their PC needs, as their equipment is used heavily and the latest technology is needed to support applications, hardware, and to support users. Then, these PCs are cascaded to employees with less intensive PC requirements that can function efficiently for an additional 2-year life cycle. At this point, PCs are transferred to desktop support services to be used as loaners for users' PCs receiving updates, upgrades, or fixes. Finally, when technological advances allow for more useful or efficient ways for performing tasks and a PC cannot be adapted, the PC is removed from service. The replacement cycle for the Information Technology Division, as well as the recommendation for the university, complies with DIR's guidelines in that it is based on the process of identifying management principles, evaluating agency/department needs, and evaluating technological factors.
Procurement	The CIO is the delegated authority for establishing IT purchasing procedures that comply with the university purchasing requirements and meet the needs of the university. The IT purchasing function is generally decentralized at Texas Tech University. Prior to making IT purchases, colleges and departments must ensure: • IT products are supported by the IT Division. Specific hardware and software are recommended based on the ability to provide support for them. • IT products will not adversely affect the integrity and/or security of the Texas Tech University network. Texas Tech University has entered into an advantageous contract with Dell Corp. through which Dell products, upgrades, software, and peripherals are available at discounted prices. While colleges and departments are not required to make their IT purchases through Dell Premier, they are highly encouraged to do so. Through the Microsoft Campus Agreement (MCA) licensing program, a variety of Microsoft products are available for free downloads from the

	official TTU-MCA site or by purchasing the software CDs from the High Tech Store on campus. In order to standardize the software packages used in this Institution, colleges and departments are strongly encouraged to take advantage of this program.
	
	Texas Tech University Purchasing department rules and regulations govern all university purchases, regardless of the nature of the purchase or the items purchased. However, in order to ensure the consistency and efficiency of the Texas Tech University IT environment:
	• The CIO must approve all IT purchases amounting to $25,000 or greater. These purchases include, but are not limited to:
	  • Hardware
	  • Software
	  • IT-related contracts
	• Any IT purchases that, when utilized, could affect the normal operation and functionality of the IT environment, must also be approved by the CIO, regardless of the cost. (Unapproved network devices such as routers, hubs, and firewalls could affect the security and integrity of the TTU network infrastructure.) These purchases include, but are not limited to:
	  • Hardware
	  • Software
	  • IT-related contracts
	
	Generally, CIO approval is not needed for common IT purchases and IT purchases below $25,000. However, colleges and departments are encouraged to consult the IT Division before making any upgrades or purchases.

Disaster Recovery	With the recent creation of the Information Technology Division at Texas Tech University, the Technology Operations and Systems Management (TOSM) department has been charged with preparing the disaster operations and business recovery plan. The objective of this plan will be to minimize the effects of a disaster upon the operation of the university. The emphasis will be on safeguarding the vital assets of the university and ensuring the continued availability of mission critical computing services.
Data Center Operations	The North computer center has four air handlers that provides 876,000 BTU cooling, two power distribution units with output capacity of 200 KVA. The center has battery UPS with output capacity of 100 KVA. Secure areas are locked at all times and only qualified IT employees have card/key access. Secure areas are manned 24 hours per day 7 days per week. The South computer center has one air handler that provides 228,000 BTU cooling. The center has battery UPS with output capacity of 100 KVA and also an emergency generator for extended power outages. Secures areas are locked at all times and only qualified IT employees have key access.

	Secure areas are manned 7AM –4PM (M-F), 8AM – 8PM (SAT), and noon – midnight (SUN). The High Performance Computing Center has two air handlers that provide 456,000 BTU cooling. The center has battery UPS with output capacity of 150 KVA. Secure areas are locked at all times and only qualified IT employees have badge access. The access is logged and is administered by police department. Secure areas are manned 8AM – 5PM (M-F). Texas Tech University currently has no plans to move any operations to the WTDROC.
Standards	Most of the standards listed at http://www.dir.state.tx.us/standards/ are already being applied at Texas Tech University. Information on some of these standards is addressed at the various IT web sites at TTU, but mainly at http://www.itts.ttu.edu/documentation/laws/ and at http://www.net.ttu.edu/info/default.htm. A comprehensive hardware and software desktop standard is already in place and details may be found at http://helpdesk.ttu.edu/recommend.php. Standards are also being developed for campus wide implementation in the areas of IT security, server operations, digital signatures, and certificate authority. As we develop our IT Standards and Policies (a comprehensive list will be maintained at the IT Division web site at http://www.infotech.ttu.edu/), we will ensure compliance with the established State of Texas policies maintained by the Texas Department of Information Resources.
Organization	The Vice President for Information Technology at Texas Tech University reports to the President of the university who, in turn, reports to the Chancellor of the Texas Tech System. An organization chart for the Information Technology Division can be found at http://www.infotech.ttu.edu/orgchart.pdf.
Computer Networks	Diagrams for the Texas Tech University Backbone, Connectivity to Internet 2, and the Fiber Optic Cable Infrastructure may be found at http://www.net.ttu.edu/ via the “Network Diagrams & Maps” link.