

Utah Education Network

FY 2009 Strategic Plan

Mission

We network to create educational opportunities, connect citizens and collaborate with partners.

Vision

Be Utah's most trusted, accessible and recognized partner for innovation in educational technology.

Values

CARING – Supporting community, customers, and co-workers

LEADERSHIP – Advancing relationships and encouraging ideas

INTEGRITY – Keeping our promises

COMMUNICATION – Listening to meet needs

SERVICE – Benefiting our partners

Needs

Utah's public schools, colleges, and universities depend on the Utah Education Network to perform their missions. UEN provides Internet and network connectivity to every public school and college and university through the UEN wide area network; manages a statewide video conferencing system; hosts enterprise-level software applications for our public and higher education partners; offers instructional programming through KUEN, a 24/7 television station; supports a growing range of rich educational resources at UEN's Web site, www.uen.org; and supports the technology professional development needs of Utah teachers.

For thousands of Utah students and educators, the Internet is their school, classroom, meeting place, and library. The Internet must be accessible to every educator, student, administrator, and staff member from any location and at all times. It is the data and communications distribution system used to deliver hundreds of administrative, academic and student support applications affecting every student, educator, and staff member countless times each day. To ensure full-time access to the Internet, UEN must

provide reliable, high capacity, and scalable network connections.

The demand for increasing network capacity in public and higher education is demonstrated by network backbone utilization statistics. During spring, 2008, backbone utilization reached 117% of capacity on the central ring and 76% of capacity on the northern ring. To keep up with growing network capacity demands, UEN has worked with college and university and school district leaders and Utah telecommunications providers to increase the capacity of network connections throughout the state and to expand backbone capacity tenfold where it is needed.



In the Utah System of Higher Education, enrollment in online, technology-enhanced, Interactive Video Conferencing, and KUEN classes has grown dramatically for the past several years. More than 30 percent of USHE college students now enroll in at least one technologically-delivered course each term. Enrollment in the Utah Electronic High School has also increased significantly and there are now about 23,000 students actively completing courses offered by the Utah Electronic High School.

Because of the trends described above, educators, public and higher education staff members, and UEN employees must be technologically competent. UEN must play a key role in providing training to its own staff members, and to teachers, faculty members, and technology staff members in educational organizations throughout the state.

UEN is driven by the needs of education. As it responds to more diverse needs, it grows in complexity, and supports more services at more locations. The result is increased pressure on all of us to coordinate, plan, and make decisions collaboratively for the mutual benefit of all regions of the state and all levels of education. Improved coordination of IT policies and backbone infrastructure will guarantee effective sharing of resources, lower prices through joint purchasing, and assure efficient use of technical support and training as UEN staff members work collaboratively with their public and higher education colleagues. Gaps in effective coordination, planning, and governance must be identified and eliminated.

There will be significant challenges facing us during the coming year. The economy of Utah is growing but at a slower pace than it has in the recent past. Consequently, state financial resources must be carefully prioritized to meet numerous compelling needs that compete for available state resources. UEN must achieve the greatest value possible from limited state resources, and continue to aggressively seek grants and other revenue sources to augment state funds. And we must carefully prioritize Network projects to gain the greatest benefit from the dollars we spend.

Strategic Objectives

A summary of recent accomplishments and long term strategic objectives is included below:

WIDE AREA NETWORK

Recent Accomplishments

1. Completed NEMO standardization project for monitoring and managing network.
2. Launched outage notifications system.
3. Developed new network management tools, ie. Weather Map and Quick Ticket.
4. Completed GigE migration at secondary schools.

Long Term Objectives

1. Increase backbone capacity to 10 Gigabits/second.
2. Expand connectivity to elementary, charter and satellite campus locations.
3. Develop plan and secure funding for 10GigE Internet connectivity.
4. Support research community initiatives.
5. Develop, plan and acquire fiber optic resources.

6. Develop and implement strategy for high performance network connectivity.
7. Complete disaster recovery plan.
8. Evaluate and expand network tool suite.
9. Continue with Tech and Security Summits.
10. Focus on Regions – priorities, advocates, tech forums.
11. Develop plan and budget for refreshing network technology beyond usage of E-Rate funding.

WEB RESOURCES

Recent Accomplishments

1. Launched redesigned uen.org.
2. Rolled out additional my.uen functionality.
3. Supported the development of Secondary Math lesson plans.
4. Aligned additional resources to support the K-12 Core curriculum.

Long Term Objectives

1. Develop personalization features for uen.org which will allow visitors to collaborate and share information online.
2. Update pages for 501 accessibility compliance and increased functionality.
3. Make internal and external resources that support instruction seamlessly available to end users.



ENTERPRISE APPLICATIONS

Recent Accomplishments

1. Deployed a federated search service across the licensed Pioneer Library databases.
2. Increased the Digital Media Service collection to over 10,000 media objects.
3. Handled over 5 million faculty and students logins from 15 campuses accessing online course materials via the centrally hosted Blackboard Vista Course Management System.
4. Completed UVU and USU migration to Blackboard Vista.
5. Contributed technical leadership to creating the national PBS Educational Content Asset Repository (EDCAR) project.

6. Secured licensing and began implementation of the WIMBA web conferencing service for higher education, K12 and the State Libraries.

Long Term Objectives

1. Continue to expand the Pioneer Library partnership and resources for all Utah residents.
2. Provide an easy-to-use web interface enabling fast, reliable searching of Pioneer Library premium services and partner repositories.
3. Provide a reliable; sustainable centrally managed course management service supporting higher education institutions and K-12 teacher professional development.
4. Provide a statewide Web conferencing service supporting courses and meetings for all state higher education and K-12 institutions.
5. Acquire, manage, distribute and share high-quality digital media content collections from trusted education partners.
6. Enable inter-institution collaboration in building, maintaining and delivering course content online through tools designed to create portable, shareable learning content.
7. Encourage online course delivery best practices by facilitating regular information sharing events among consortium institutions.
8. Integrate enterprise services to provide easy, personalized access to educational media, and web collaboration services from my.uen and online courses.

DISTANCE EDUCATION

Recent Accomplishments

1. Implemented new hardware and software platforms (TMS- Tandberg Management System).
2. Completed UENSS conversion to IVC.
3. Completed statewide training on new IVC equipment.
4. Implemented new Video Operations and Logistics reorganization and remodel.

Long Term Objectives

1. Evaluate new and emerging video technologies with an eye toward integration with web conferencing environment.
2. Transition from current UEN IVC equipment and circuit funding practices to alternative institution/site based funding mechanisms.

3. Create standardized practices and guidelines for IVC users.
4. Develop and support IVC purchasing/vendor agreements.
5. Increase internal communication and project management to develop operational practices to reflect new technical systems.

BROADCAST SERVICES

Recent Accomplishments

1. Launched the new 9.2 digital channel, MHz Worldview.
2. Received two awards from the National Educational Telecommunications Association for "SciFi Friday" and "NetSafe Utah" outreach.
3. Expanded programming and outreach efforts to include new audiences, ethnic festivals, science fiction conventions, health conferences, and senior citizen care centers.
4. Met consumer education goals with the DTV education campaign.

Long Term Objectives

1. Expand digital translator system to rural areas.
2. Expand use of the digital signal through datacasting to youth corrections, adult corrections, and other clients.
3. Use the programming and outreach resources of the station to support and promote education in Utah.
4. Leverage our national broadcast relationships to improve eMedia, CollegeMedia, and other content services.
5. Develop and support statewide partnership-specific programs tied to our educational mission.

PROFESSIONAL DEVELOPMENT

Recent Accomplishments

1. Developed 13 new courses, revised and updated 39 courses.
2. Hosted 40 new episodes of Faculty Lounge.
3. Created, tested, revised, and launched community professional development blogs.
4. Revised the Integrating Technology and Curriculum program to two workshops, added 21st Century Learning component, added new programs.
5. Implemented new orientation for online courses.

Long Term Objectives

1. Assess and respond to changing technology professional development needs.
2. Expand online, web conferencing, and other methods for providing technology integration professional development beyond face-to-face workshops.
3. Maximize use of current communication channels and develop additional audiences.

GOVERNANCE AND ACCOUNTABILITY

Recent Accomplishments

1. Used strategic planning and budget processes to increase the capacity and reliability of the UEN WAN, implement state-level enterprise applications, and improve other UEN services.
2. Implemented the quarterly performance dashboard, and regularly reported key service metrics to UEN stakeholders.
3. Improved cross-departmental communication by implementing bi-monthly managers' meetings.

Long Term Objectives

1. Coordinate educational technology governance across the state, and be accountable to our stakeholders through communication, measurement, and reporting on UEN services
2. Ensure that the UEN Steering Committee, subcommittees, advisory committees and constituent groups effectively guide UEN in providing services needed by UEN stakeholders.
3. Request new funding for UEN priorities and maximize state funds through acquiring external grants, E-Rate, and other revenue sources.
4. Track UEN performance, projects and services and communicate with stakeholders regarding our work.
5. Strengthen communications about UEN with Steering Committee and to public and higher education administrators, staff, and faculty.
6. Increase internal communication, project management and coordination of services.

Utah Education Network

FY 2009 Tactical Plan

I. WIDE AREA NETWORK

Operate, maintain, and expand a reliable and secure high speed network, connecting every public school, college, university and public library in Utah.

To achieve this goal, UEN will pursue the following objectives:

A. Operate and maintain the UEN network based on best practices and standards.

1. Catalog and maintain a circuit database.
2. Maintain an IP management database.
3. Develop and support an Internet content filtering system for K-12 and Libraries.
4. Standardize how we develop and rollout future network deployments.
5. Monitor the backbone to identify bandwidth, security, and utilization issues; and to increase capacity as necessary.
6. Monitor endsites to identify bandwidth, security and reachability.
7. Continue to develop tools which provide essential information about the network.
8. Increase Network Operations and Field Operations Staff.
9. Strengthen operational coordination between Technical and Instructional Services departments and staff members.
10. Develop tools and reports to better manage network assets.

B. Increase reliability of the network to 99.999%.

1. Provide redundancy for UEN critical services and network connections.
2. Increase network effectiveness at locations where diverse paths exist, i.e. fast re-route, efficient routing, etc.
3. Continue to explore diverse path options throughout the backbone.
4. Develop a plan to provide a redundant handoff point for district offices.
5. Perform scheduled maintenance according to best practices and standards.
6. Monitor and respond to network outages.

C. Increase network capacity by upgrading remaining higher education campuses and secondary schools to high speed broadband connectivity.

1. Complete phase 6 Ethernet projects (K-12).
2. Manage high bandwidth sites and provide additional resources allowed by UEN policy.
3. Continue to use E-Rate funds to develop broadband access throughout the state.
4. Explore additional needs for UEN Points of Presence (PoP) sites.
5. Work with UTOPIA and other community networks to leverage network resources.
6. Encourage cooperation between local telephone companies and community networks

D. Work with USOE and school district leaders to develop a strategy to provide high capacity network connections to remaining elementary schools.

1. Continue to work with Districts that have allocated funds for broadband elementary connectivity.
2. Continue to work with the State Office of Education and Districts to outline a multi-phase project plan for future upgrades in broadband to elementary schools.

E. Provide support to district and higher education technology staff to ensure that the enhanced capacity and reliability of the network is fully utilized.

F. Expand Internet capacity to meet growth in network traffic.

1. Explore additional alternate Internet Point of Presence (PoP) sites.
2. Explore, develop and implement ways to keep local network traffic local.
3. Work with CENIC and FRGP to develop NLR TransitRail for national peering opportunities.

G. Protect the network through improved security and security practices.

1. Continue UtahSAINT user group.
 - a. Keep current and publish security contacts list.
 - b. Conduct AdHoc Security calls.
 - c. Plan and conduct one security conference per year (UtahSAINT).
 - d. Support other State security activities.
 - e. Develop single-issue forums for specific needs.
2. Provide leadership role for security expertise and assistance as required by districts and higher education institutions.
 - a. Work with Regional Service Centers to perform Network Security Assessments on school districts.
 - b. Assist with security configuration and design.
 - c. Provide security monitoring and reports.
3. Work with Steering Committee to develop security policies..
4. Continue to develop security monitoring tools
5. Work with state CIO and institutions to support USHE security audits as required.

H. Support the high capacity/high speed network needs of university researchers.

1. Continue participation in national and regional network partnerships (Internet 2, National Lambda Rail, The Quilt, and Western Lights).
2. Continue to work within the SURIN Board as directed by the UEN Steering Committee.
3. Provision network to accommodate research requirements.
4. Work with UDOT and DTS to place fiber between UofU and USU to support research.
5. Investigate UEN's role in USTAR project.
6. Support development of Utah Fiber Infrastructure Project.
7. Assist UofU as technical resource in the planning and development of their new data center.

I. Provide technical leadership and staff/stakeholder development.

1. Undertake outreach and promotion efforts of Wide Area Network projects.
2. Work with the Steering Committee to formalize Regional Technical Forums.
3. Define expectations (i.e., frequency of meetings, leadership roles, format, participants, etc.) of regional technical forums.
4. Establish annual reporting relationship between regional leaders and UEN Steering Committee.
5. Provide leadership in technical training: including expanded regional training, greater depth, more frequent and topic-specific training at tech summits, and refined security training.
6. Provide training and leadership for improving LAN reliability and speed on a local level.
7. Expand advocate program to libraries, USDB, Charter Schools.
8. Support USHE IT staff in efforts to increase operational expertise across all institutions and explore possibility of taking advantage of virtual staff or staff leasing.
9. Support the CIO's and TCC to research and develop a disaster recovery plan for network and planning to provide back up equipment and staffing for emergency situations.

II. EDUCATIONAL WEB RESOURCES

Aggregate and deliver a suite of high quality Web-based educational resources to support best practices in teaching and learning.

To achieve this goal, UEN will pursue the following objectives:

A. Host, support, and maintain web projects and services.

1. Coordinate lesson plan development and publishing with USOE.
2. Expand and maintain core curriculum resource database.
3. Support USOE Web pages in coordination with specialists.
4. Conduct Web site and link clean-up.
5. Update Professional Development Management System.
6. Continue development of my.uen.

B. Develop and implement new and expanded web resources.

1. Develop Textbook Alignment project for USOE.
2. Expand CACTUS interface as defined by USOE.
3. Create Online Multimedia Resource Guide.
4. Enhance personalization features for *uen.org* and my.uen.

C. Promote new and existing UEN Web services through technology, outreach, special events and media relations.

1. Discuss, plan, and develop promotion and communication plans at the monthly Instructional Services/Public Communication Coordination meeting.
2. Produce and distribute NetNews Newsletters for public education and higher education.
3. Promote UEN services and resources with online NetNews features on *uen.org*.
4. Feature *uen.org* at statewide conferences and exhibits.

D. Support administrative activities for the *uen.org* Web site.

1. Gather, review, and post monthly web statistics.
2. Sunset obsolete web services in accordance with established policies.

III. ENTERPRISE SOLUTIONS

License, host and maintain statewide enterprise solutions supporting public education, higher education, and libraries.

To achieve this goal, UEN will pursue the following objectives:

A. Host, support and maintain existing enterprise solutions and train managing personnel.

1. Expand Pioneer Library in key need areas; explore an interface merger between Higher Education Pioneer and the Mountain West Digital Library.
2. Maintain IP Address listings for Pioneer Library.
3. Maintain federated search and Pioneer Library products.
4. Refine CMS hardware monitoring and outage notification processes and tools.
5. Maintain Blackboard licensing for Electronic High School.
6. Maintain Blackboard Vista consortium licenses for higher education institutions.
7. Maintain Blackboard Vista software by applying required service packs and updates as needed.

8. Maintain consortium Respondus license and provide support escalation between institutions and Respondus.
9. Provide institution administration support and training and act as escalation agent with Blackboard and Respondus.
10. Enable individual CMS section backup recovery from a remote database.
11. Review and update service level agreements with CMS hosted institutions.
12. Maintain SIS integrations and automated account and enrollment batch processing for CMS hosted institutions.
13. Support University of Utah migration from CE6 to UEN hosted Blackboard Vista.
14. Support and facilitate inter-institution collaboration in building, maintaining and delivering shared online course content.
15. Maintain WIMBA Collaboration Suite license for K-12, Higher Education and State Libraries.
16. Manage consortium/vendor relations with WIMBA.
17. Assist higher education institutions and EHS with WIMBA/Blackboard integration.
18. Provide ad-hoc WIMBA account support for institutions where UEN is acting as the WIMBA technical administrator.
19. Coordinate collaborative development of WIMBA orientation materials.
20. Maintain North Plains TeleScope Enterprise digital asset management system software license.
21. Upgrade TeleScope to version 8.3 and apply software patches and updates as needed to maintain system performance and reliability.
22. Digitize, encode, ingest and catalog UIMC, KUED and UEN provided education media assets.
23. Manage and maintain hosted media assets.

B. Expand existing service functionality or implement new enterprise solutions services to meet stakeholder needs.

1. Develop and pilot-test a Preschool Pioneer Library service in coordination with districts and KUED.
2. Build eMedia and CollegeMedia content to support key areas such as STEM and Concurrent Enrollment.
3. Develop federated searching of eMedia from K-12 Pioneer Library.
4. Facilitate discussion of Blackboard licensing & CMS alternatives for higher education and EHS.
5. Negotiate and secure new Blackboard licensing based on institutional input.
6. Deploy a standby CMS database to provide data redundancy.
7. Install additional hardware infrastructure to support increased load from UofU migration.
8. Develop remote database section backup and recovery capabilities for institution administrators.
9. Explore Vista single sign-on via UVU Luminus campus portal.
10. Redesign and publish a Vista-admin support webpage and knowledge base.
11. Integrate WIMBA Classroom with my.uen for K12.
12. Integrate WIMBA Voice with my.uen for K12.
13. Explore WIMBA & IVC interoperability.
14. Explore phone bridge options for K12 WIMBA.
15. Upgrade TeleScope software to version 8.3.
16. Upgrade TeleScope Video Manager to Video Manager 2.
17. Install and configure TeleScope Distribution Broker to support Youth-in-Custody datacasting.
18. Install and train key UEN staff on TeleScope integration broker.
19. Modify customized TeleScope interfaces to incorporate appropriate 8.3 new features.
20. Research and implement more efficient video ingest and captioning systems and workflows.

21. Develop data provider capability in the UEN digital asset management system so that metadata may be harvested by the Mountain West Digital Library.
22. Provide technical consulting and build basic integration with the PBS EDCAR media sharing project.
23. Develop infrastructure supporting DMS access to specified media from UEN and KUED Web sites.
24. Plan and design DMS/my.uen integration.
25. Pursue DMS integration with Course Management Service in partnership with North Plains.

C. Increase awareness and use of enterprise services. Provide service reports.

1. Support the Pioneer Library advocates.
2. Develop and implement Pioneer Library promotion tactics and collateral materials.
3. Publish Pioneer Library product usage reports to the UEN Web site.
4. Publish and maintain a CMS service basic information webpage.
5. Publish overall CMS service usage reports to the UEN Web site.
6. Develop Vista report generation capabilities for hosted institutions.
7. Provide sponsorship for the Teaching with Technology Idea Exchange conference with UVU.
8. Participate in institutional faculty awareness events as requested.
9. Publish and maintain a WIMBA Conferencing Service basic information webpage.
10. Identify and support WIMBA advocates at each institution and K12.
11. Develop and deliver WIMBA technical orientation information to TCC and campus IT departments.
12. Institute a monthly WIMBA orientation and best practices webinar series promoted through UEN Web site and UEN news email lists.
13. Demonstrate WIMBA and facilitate key events with stakeholders to model WCS benefits and best practices.
14. Publish and maintain a DMS service basic information webpage.
15. Publish RSS announcements for announcing features and new content available via the DMS.
16. Provide quarterly reports on DMS access and media download activity.

D. With USHE CIO's and the TCC, investigate other services or IT functions that might be centrally hosted by UEN.

1. Explore feasibility of centrally hosting campus SIS such as Banner.
2. Research consortium licensing for tools to create standards-based portable learning content.
3. Foster collaboration and information sharing with other state networks around the topic of centrally hosted enterprise services.
4. Explore single sign-on technologies and standards and what roles UEN could serve in identity management.
5. Assist USHE CIO's and TCC to evaluate centrally managed disaster recovery services and the role UEN should perform in providing that service.

IV. DISTANCE EDUCATION

Deliver Distance Education classes and programs offered by public and higher education that use real time and on demand, reliable, high quality interactive video conferencing technologies.

To achieve this goal, UEN will pursue the following objectives:

A. Support and maintain IVC systems.

1. Streamline and improve technical support through VOC and UEN Logistics.
2. Update certifications, validations, inventory and equipment documentation.

3. Upgrade and update all formats of IVC training materials.
4. Update and keep current web pages for IVC.
5. Upgrade site equipment when applicable to comply with current standards.
6. Continue support of course scheduling process.
7. Continue to support of UEN Distance Education Catalog.

B. Research, design, and implement new Distance Education integrated resources.

1. Evaluate new and emerging video technologies.
2. Establish guidelines for ad-hoc network.
3. Integrate IVC and WIMBA resources.
4. Integrate IVC and Course Management System, eMedia, eCollege Media, and other application technologies.
5. Implement desktop conferencing solution.
6. Evaluate interactive media for integration into Distance Education.

C. Revise IVC policies, develop operational practices and procedures to reflect new technical systems

1. Increase internal communication, project management, and coordination.
2. Create UEN Steering Committee advisory group to consider and review relevant issues.
3. Develop and support IVC purchasing/vendor agreements.
4. Assess role of UEN in billing and facilitator payments.

D. Promote new and existing UEN IVC services through outreach, special events, media, and technology.

1. Discuss transition from current funding practices for IVC equipment and circuits to site based funding mechanisms.
2. Provide and distribute new applications for HDTV.
3. Help institutions promote Distance Education courses they offer.
4. Investigate new methods of communication of IVC information to stakeholders.

V. BROADCAST SERVICES

Educate, engage, and enrich the lives of Utah citizens through broadcast programs and services with UEN-TV.

To achieve this goal, UEN will pursue the following objectives:

A. Continue programming and outreach for education stakeholder groups.

1. Program blocks and interstitials for targeted areas.
2. Conduct research into the use of the channel by teachers, students and general viewers.
3. Promote academic majors in high need areas: nursing, engineering, teacher education, math, technology, science, and work with Institutions to further promote their services and education programs.
4. Enable and encourage locally produced programs, particularly students and teachers.
5. Develop and support more statewide partnership-specific programs.

B. Implement new projects to support educational programming and outreach.

1. Utilize broadcast airwaves to promote UEN services and increase channel promotion.
2. Develop and program on-air education calendar of events.
3. Work with K-12 administrators and USOE to promote effective uses of multimedia in the classroom.

C. Support broadcast engineering infrastructure.

1. Expand digital translator system.
2. Move toward tapeless MassTech system.
3. Implement Next Generation Interconnection System (NGIS).

D. Manage station administrative projects; document and report on results.

1. Datacast educational media to youth in custody; explore this as an adult corrections service and find other potential clients for datacast services.
2. Develop expanded adult basic education services in coordination with Adult Ed providers.
3. Coordinate with national programming consortia and affinity groups.
4. Continue cable relations for carriage of UEN-TV digital channels.
5. Feed monthly Comcast video on demand service and metadata.

VI. PROFESSIONAL DEVELOPMENT

Provide professional development opportunities to improve the quality of K-20 instruction and assure effective implementation of technology in education.

To achieve this goal, UEN will pursue the following objectives:

A. Assess and respond to changing technology professional development needs.

1. Teach classes and report participation statistics.
2. Develop new courses.
3. Reduce paper handouts; increase video tutorials, improve my.uen web pages.
4. Update course evaluation to 5* with single comment system.
5. Survey UEN-TV participants regarding courses no longer available for broadcast; survey registrants by email regarding how or who referred them; survey participants on 6-12 month outcomes of their course participation.

B. Implement non-traditional methods for providing technology integration professional development.

1. Develop use of WIMBA to manage online courses more effectively.
2. Incorporate "office hours" using WIMBA.
3. Create opportunities for more cross-state collaboration using WIMBA.
4. Revise online course model to enable more participation.
5. Explore alternatives/new partners for UEN-TV workshops that provide subject-specific curriculum.
6. Increase interactivity in online courses without increasing facilitator time commitment.
7. Explore expanding Faculty Lounge concept to increase awareness and usage of eMedia, Pioneer, and other new media resources.

C. Maximize use of current communication channels and develop additional audiences.

1. Develop "viral marketing" using 2.0 tools.
2. Develop commercials and tech minute videos for broadcast and web sharing.
3. Reach out to recertifying teachers who are not in the classroom.
4. Explore course rating and recommendation system for incorporation in PDMS.

VII. GOVERNANCE AND ACCOUNTABILITY

Coordinate educational technology governance across the state, and be accountable to our stakeholders through communication, measurement, and reporting on UEN services.

To achieve this goal, UEN will pursue the following objectives:

A. Coordinate UEN Steering Committee, subcommittee, advisory committee, and constituent meeting groups.

1. Utilize the annual strategic planning and budget process.
2. Regularly update the UEN policy manual.

B. Request new funding for UEN priorities and maximize state funds through external grants, E-Rate, and other revenue sources.

1. Develop briefing papers and documents in support of funding requests.
2. Seek grant and foundation funds; coordinate these projects with stakeholders as appropriate.
3. Coordinate E-Rate process with SLD, K-12 Districts, Libraries, and telecommunications providers.
4. Support 21st Century ETI as determined by the Steering Committee.

C. Track UEN performance, projects, services and communicate with stakeholders regarding our work.

1. Provide quarterly performance dashboards and other reports as requested to Steering Committee and other appropriate entities, including public and higher education regional, district, and campus level entities.
2. Report monthly statistics on use of UEN WAN, Web Services, Enterprise Applications, Professional Development.
3. Assure that the UEN Service Catalog and Service Level Agreements with stakeholder groups are in place and current.
4. Strengthen communications about UEN with Steering Committee and to public and higher education administrators, staff, and faculty.

D. Increase internal communication, project management and coordination of services.

1. Hold bi-monthly managers meetings and weekly executive meetings to improve cross-department communication.
2. Build skills and knowledge of UEN staff through professional development, industry publications, conferences, workshops and membership in professional organizations.