

Library Information and Technology Resources

(Institutional Self-study, Criterion Three, p. 48)

IIT libraries provide access to an extensive collection of information resources covering a wide range of academic disciplines, including architecture, design, engineering, computer science, psychology, business, and law.

The libraries' collections include more than 1.5 million books (40,000 electronic) and 27,000 journals (22,000 electronic) as well as a diverse collection of Web-based digital resources¹ that have gained national and international attention² and receive millions of visits annually.³ A founding member of the Consortium of Academic and Research Libraries in Illinois (CARLI), IIT libraries provide seamless access to more than 32 million library items statewide.⁴ Along with extensive resource sharing, IIT's membership in CARLI enables IIT libraries to develop partnerships with 183 Illinois libraries and to take advantage of innovations in teaching, research, technology, and services that are available to member libraries. These resources have contributed significantly to the advancement of IIT's teaching and learning mission.

There are six libraries at IIT, located on four campuses.⁵ The Paul V. Galvin Library⁶ serves as the main library for Illinois Institute of Technology and also houses University Archives.⁷ The Downtown Campus Library serves IIT's Chicago-Kent College of Law and Stuart School of Business. Branch and departmental libraries include Graham Resource Center, serving the College of Architecture, the Louis W. Biegler Library on IIT's Rice Campus, the Center for the Study of Ethics in the Professions Library, and the National Center for Food Safety and Technology Library.

¹ <http://voices.iit.edu> ; <http://columbus.iit.edu> ; <http://www.gl.iit.edu/wadc/>

² Media and letters file in Resource Room

³ Annual Report 2002, 2003, 2004, 2005; Network Statistics Chart–binder in Resource Room

⁴ CARLI, <http://www.carli.illinois.edu/>

⁵ List of IIT Libraries, <http://www.gl.iit.edu/about/otherlib.htm>

⁶ Paul V. Galvin Library, <http://www.gl.iit.edu>

⁷ IIT Archives, <http://archives.iit.edu/>

IIT libraries are particularly well known for their use of innovative technology to support student learning and effective teaching. The libraries were among the first institutions in the country to implement an electronic reserves system; Web-based document delivery for interlibrary loan; remote access to a diverse collection of digital resources;⁸ wireless networking; and a laptop loaner program.⁹ The libraries provide ongoing support for digital collections and information technology through a long-term commitment of personnel, technology, and technological expertise, which contributes to the development, ongoing maintenance, and expansion of these resources and services. In addition to support provided by the university, IIT libraries—particularly the Galvin Library—have received several state and federal grants in support of library technology initiatives.¹⁰

Instruction

Emerging technologies have also been employed by IIT libraries to promote innovative and interactive instruction. The Galvin Library debuted a Geographic Information Systems (GIS) Lab and Resource Center¹¹ in 1997, and the Library Learning Center (LLC),¹² a state-of-the-art learning resource center in 2000, which foster a highly adaptable and collaborative teaching and interactive learning environment by employing the latest information resources and technology. The GIS Lab and Resource Center supports the examination of engineering and architectural inquiry¹³ with real-world geographic analysis of sites and problems. The LLC is used extensively for traditional bibliographic and library skills instruction on Main Campus as well as credit courses incorporating the application of specific technology-based resources, such as GIS, into the curriculum. An emerging interest throughout the curriculum in increasingly more customized instruction sessions and individual assistance for intensive users of technology-based resources was particularly well illustrated in the application of GIS technology and instruction in 2005.¹⁴

The “Instruction and Outreach” unit of IIT’s main library was created in 2004¹⁵ to address the complexities of formal and informal teaching and learning needs of IIT faculty and students and to promote an understanding of the impact of information literacy and fluency on the academic and professional life of the student. IIT libraries’

⁸ List of IIT Libraries’ Digital Collections, <http://www.gl.iit.edu/collections/dighis.htm>

⁹ Annual Report 2004, 2005—binder in Resource Room

¹⁰ List of LSTA, IBHE, ISL grants 1997–2004—binder in Resource Room

¹¹ GIS Lab and Resource Center, <http://gis.iit.edu>

¹² Library Learning Center, <http://www.gl.iit.edu/lc/lcdirect.htm>

¹³ Annual Report 2004, 2005—(GIS)—binder in Resource Room

¹⁴ Annual Report 2005 (GIS)—binder in Resource Room

¹⁵ Annual Report 2004, 2005—(Instruction and Outreach)—binder in Resource Room

renewed focus on promoting instruction¹⁶ is also reflected in the increase in formal and informal instruction sessions¹⁷ and reference assistance provided¹⁸ by IIT librarians. In 2005, IIT librarians conducted more than 400 instruction sessions employing increasingly more problem-based information literacy instruction¹⁹ rather than a traditional lecture format. Although not mandatory across most disciplines, academic units such as the College of Architecture and Chicago-Kent College of Law have also instituted policies requiring their students to receive library skills instruction or to attend customized sessions on effective research methodologies in their fields of study. In 2005, the College of Architecture extended the requirement to attend at least one bibliographic instruction session to all graduate students in the program.²⁰ Branch librarians serving student populations not afforded an opportunity for more formalized library instruction provide library users with personalized, individual instruction and reference support, either in person, or through e-mail and phone support.²¹

The availability of technology-based resources and instructional services has provided an opportunity for increased collaboration between faculty and IIT librarians across the curriculum, as illustrated by the libraries' growing involvement in the Interprofessional Project (IPRO) and Introduction to the Profession (ITP) programs.²² In 2005, librarians partnered with faculty on several semester-long IPROs, including an Entrepreneurial IPRO (EnPro) that required students to engage in new venture analysis as well as business planning. Throughout the semester-long process, librarians provided research and instruction-related support, assistance, and guidance to program participants.

Services

IIT libraries are also committed to meeting the growing demand for access to resources necessary to support the teaching, learning, and research needs of the institution through ongoing development and expansion of circulation services including interlibrary loan, document delivery, and electronic reserves. In 2005, the Main and Rice Campuses processed approximately 33,000 circulation transactions²³ representing a 30% increase in circulation since 2003. IIT libraries processed a combined total of almost 42,000 circulation transactions in 2005.

¹⁶ Library Instruction, <http://www.gl.iit.edu/BI/instruction.asp>

¹⁷ Annual Report 2004, 2005–(Instruction and Outreach)–binder in Resource Room

¹⁸ Downtown Campus Library Reference Desk Statistics–binder in Resource Room

¹⁹ Annual Report 2005–(Instruction and Outreach)–binder in Resource Room

²⁰ Annual Report 2004, 2005–(Graham Resource Center)–binder in Resource Room

²¹ Annual Report 2004, 2005–(Graham Resource Center)–binder in Resource Room

²² Annual Report 2005 (IPRO Appendix)–binder in Resource Room

²³ Annual Report 2004, 2005–(Circulation Statistics)–binder in Resource Room

Individual IIT libraries have also implemented new circulation services and refined existing services in order to supplement IIT collections and meet the unique needs of the faculty and students that they serve. The Downtown Campus Library coordinated a daily delivery service between local law school libraries in order to increase resource sharing among Chicago law schools and reduced interlibrary loan processing time to less than 24 hours by sending “runners” to area schools to retrieve items borrowed through interlibrary loan.

A significant factor in the overall improvement of circulation services among IIT libraries has been the adoption of a single integrated library system (ILS) and online library catalog²⁴ that is currently used by five IIT libraries to circulate library collections and borrow materials from academic libraries throughout Illinois. In 2004, the Downtown Campus Library began using the library system after its bibliographic holdings were added to the ILS. The Biegler Library, Graham Resource Center, and the Ethics Center Library also began circulating their collections in the system in 2000, 2004, and 2006 respectively. The use of a single system by multiple libraries across geographically distinct campuses has provided IIT patrons with an opportunity for increased access, awareness, and use of IIT libraries’ diverse collections and resources.

IIT libraries also periodically refine service-related policies to ensure more responsive and efficient service to faculty, staff, and students on all campuses.²⁵ The libraries have also implemented an ongoing review of patron privacy and data security throughout the libraries, particularly in the area of circulation systems and services. Revised policies and procedures are in place to maintain confidentiality of library borrowing records and also protect sensitive data.²⁶ In 2004, the libraries also began using a new campus-wide identification number in student records in place of the social security number as part of a move by the university away from the use of this sensitive information to identify patrons. This transition was completed in 2005.

Collections

IIT libraries are actively engaged in assessing the quality and currency of their print and electronic collections in order to meet the increasing demands of a growing student population and changing curriculum needs. In 2004 and 2006, Galvin Library participated in LibQUAL²⁷ assessment in order to evaluate faculty, staff, and student satisfaction with IIT libraries’ collections, services, and facilities, as well as to monitor

²⁴ IIT Local Library Catalog, <http://i-share.carli.illinois.edu/iit/>

²⁵ Annual Report 2005–binder in Resource Room

²⁶ Privacy of Users of the University Library, <http://www.gl.iit.edu/policy/privacy.htm>

²⁷ 2004 LibQual Results–binder in Resource Room

the impact that changes made in response to the 2004 assessment had on current user satisfaction.

As a result of the 2004 assessment and additional collection analysis activities that identified potential areas for improvement, IIT libraries began an initiative to *review* and *reconstitute* its core monographic collections, most of which are significantly older and restricted in scope than collections at IIT peer institutions. This initiative²⁸ includes five-year goals for the development of the print and online collections. In response to user assessment, the book acquisitions funding formula for the main library was also redesigned to increase expenditure in the basic sciences, mathematics, humanities, and social sciences in order to more adequately support programs that are part of the undergraduate core curriculum.²⁹

IIT libraries also created new collection development policies³⁰ to provide guidelines for the ongoing review and development of each library's collection. These new guidelines have allowed for a greater focus on the development of more contemporary monograph collections³¹, resulting in a modest increase in Galvin Library titles published since 1990, from 11% to 14%. The Galvin Library's collection development strategy has also taken advantage of the shift in emphasis from traditional programs to new disciplines. With additional support from the university, Galvin Library was able to build foundation collections for IIT's new biomedical engineering and undergraduate business programs.³² This support, combined with the regular monograph acquisitions budget, and several significant grant awards,³³ resulted in an overall increase of 78% in book purchases by the main library in 2004, and a 50% increase in 2005.³⁴ IIT libraries have also been awarded several cooperative collection development grants in conjunction with other Illinois university libraries that have been used to enrich IIT library collections in a variety of specialized subject areas as well as academic library collections statewide.

IIT libraries have undertaken a comprehensive review of current print journal subscriptions, resulting in the transition at the main library from a primarily print-based journal collection of a few thousand titles to an online journal collection of more than 20,000 titles.³⁵ Revised collection development methodologies that take into account the shift in scholarly journal publishing away from print-based journals to an electronic

²⁸ Revised Collection Development Policy–binder in Resource Room

²⁹ Annual Report 2004, 2005–(Collection Development)–binder in Resource Room

³⁰ DTC Collection Development Policy–binder in Resource Room

³¹ Annual Report 2004, 2005–(Collection Development)–binder in Resource Room

³² Annual Report 2004, 2005–(Collection Development)–binder in Resource Room

³³ List of LSTA, IBHE, ISL grants 1997–2004–binder in Resource Room

³⁴ Annual Report 2004, 2005–(Collection Development)–binder in Resource Room

³⁵ Annual Report 2004, 2005–(Collection Development)–binder in Resource Room

model will continue to be applied to the acquisition of journals and bibliographic databases over the next five years in order to bring the same degree of equity, responsiveness, and control to these acquisitions as the libraries have achieved with monograph acquisitions.

As a result of changes implemented by the libraries, 2006 LibQUAL results revealed substantial improvements in user satisfaction across all user groups in almost all library service areas. Satisfaction of undergraduate and graduate students with the libraries' collections improved across all areas assessed, particularly relating to the overall print collection, as well as the print and electronic journal collections.³⁶ Overall, undergraduate and graduate students indicated that the libraries' collections now meet or exceed their minimum needs. IIT libraries will continue to develop, refine, and review the collections in order to continually improve overall user satisfaction at all levels of the organization.

While IIT's main library supports the university's core curriculum and all subject disciplines, IIT branch libraries also provide unique and specialized collections of resources of particular interest to specific disciplines. The Graham Resource Center houses a rapidly growing collection of print and digital resources in architecture and related fields. The Ethics Center Library maintains the most comprehensive online collection of codes of ethics in the world as well as a variety of print and online resources in support of the study and practice of ethics in the professions. The National Library for Food Safety and Technology Library collection encompasses a variety of resources in the areas of food processing, food safety, food technology, chemistry, and microbiology.³⁷ Membership in the Consortium of Academic and Research Libraries in Illinois (CARLI) also provides the IIT community with access to CARLI Digital Collections,³⁸ which is a repository of digital content either created or licensed by CARLI member libraries.

Facilities

There have been numerous facilities improvements over the past few years. Most notably, in 2003 Galvin Library (a 90,000 sq. ft. facility) underwent significant renovations including the installation of new flooring throughout the facility, a new roof, and an upgraded heating and cooling system. In 2004, access to Galvin Library was improved by extending hours for IIT students and faculty; updating the library interior; and offering reference and research assistance on evenings and weekends. Use of IIT's

³⁶ 2006 LibQUAL Adequacy Means Charts–binder in Resource Room

³⁷ <http://www.gl.iit.edu/about/otherlib.htm>

³⁸ CARLI Digital Collections, <http://collections.carli.illinois.edu>

main library has grown from 139,000 annual visitors in 2003 to more than 180,000 annual visitors in 2005.³⁹

Planning

IIT Libraries participate in the university's institutional planning and development activities. As part of these activities, the library provides current as well as predictive data on library collections, staffing, assessment, and facilities in support of IIT's strategic goals. In addition, annual goals and objectives for Paul V. Galvin Library and its branches are outlined in a Unit Operating Plan as part of IIT's University Operating Plan.⁴⁰

Strengths

1. IIT libraries have a renewed commitment to reconstituting its collections to create more heavily used and relevant resources that support current and emerging curriculum.
2. IIT libraries are innovators in the use of information technology to support teaching, learning, and research.
3. A new service model in the area of instruction and outreach encourages increased collaboration with faculty and reference librarians and fosters the development of core research skills in university students.
4. The organizational size and structure encourages collaboration across departments and fosters innovation at all service levels.
5. Facilities improvements at the Galvin Library have significantly increased the appeal of the library as a destination for research, study, and instruction.
6. IIT libraries have a strong record of obtaining grant funding to support a variety of collection development and technology-based initiatives.
7. Membership in the Consortium of Academic and Research Libraries in Illinois (CARLI) is an extensive resource to support teaching, learning, and research at IIT.

³⁹ CHART–binder in Resource Room

⁴⁰ FY07 University Operating Plan (Paul V. Galvin Library & University Archives)–binder in Resource Room

Opportunities for Improvement

1. Reconstituting the libraries' print and digital collections with a renewed commitment of significant financial resources—including the inclusion of libraries among university fundraising and long term development efforts—to bring the collections up to the standards of peer institutions.
2. Systems for improved faculty-librarian communications including the need for a library liaison program across academic departments.
3. Increased commitment towards maintenance and expansion of library technology resources to keep pace with trends in information technology and increased usage of library teaching and learning resources.

University Technology

The IIT community relies on its technology services to access many of the university's learning resources. Recently, IIT defined a strategy to upgrade campus technology by improving accessibility of services and increasing the reliability and capacity of technology systems. As part of this strategy, IIT's Office of Technology Services (OTS) developed targeted usage reports⁴¹ and student satisfaction surveys⁴² to evaluate and assess technology services. These services encompass IIT's primary technology systems including administrative systems, network infrastructure, computer classrooms and labs, the Blackboard course management system, and distance learning programs. When IIT began its 2010 planning process, these reports and surveys provided the university a greater understanding of the technology resources at IIT. It became clear that years of deferred technology maintenance had allowed infrastructure to age, which has impacted the university's teaching, learning, and research activities. To renew the university's focus on technology, IIT established a Technology Platform Initiative to prioritize, plan, and improve technology services. The Technology Initiative Committee developed a Vision and Implementation Plan that defines technology standards the university needs to achieve in the next five years and beyond. The standards span network and Internet infrastructure, data security, and user interfaces. IIT's level of success in meeting these standards will impact the university's ability to accommodate the increasing demand for technology resources and needs of a growing university population.⁴³

⁴¹ OTS Monthly Reports—binder in Resource Room

⁴² 2005 and 2006 Student Technology Satisfaction Survey—binder in Resource Room

⁴³ Technology Platform Initiative Report—binder in Resource Room

One of the committee's recommended technology improvements is a Wide Area Network (WAN) that will link IIT's four campuses with wired and wireless connections, supporting shared and secure voice, data, and video transmission between locations. Currently, each IIT campus serves the technology needs of their constituents independently, which has limited collaboration and resource sharing. Chicago-Kent College of Law and Stuart School of Business, located at IIT's Downtown Campus, share network infrastructure and an Internet connection. However, the schools operate all other technology resources separately, including wireless networks, classrooms, and computer labs. The Institute of Design (ID) campus provides technology resources for teaching and learning via an internally developed intranet. The Rice and Moffett Campuses operate independent networks and classrooms, but connect to the Internet through Main Campus. An increasing number of distance learning courses are being taught and recorded at all campuses, which has strengthened technology resource sharing between locations.⁴⁴ An integrated WAN that connects the campuses will not only benefit distance learning courses, but will also facilitate research and learning partnerships throughout the university community.

Assessing how technology meets the needs of our students reflects on the effectiveness of the university's total learning resources. In February 2005, OTS partnered with TechNews, the IIT student newspaper, to launch the first Main Campus student technology satisfaction survey. This survey showed that students were generally satisfied with IIT's technology. However, several areas for improvement were identified, many of which were resolved within a year. These improvements included increasing e-mail storage space by more than 800% and complete deployment of wireless in the residence halls. A new overnight computer lab was also opened to ensure that students have 24-hour access to the hardware and software necessary to achieve their academic goals. In the 2006 survey, there was a marked improvement in student satisfaction with network reliability and e-mail capacity.⁴⁵ However, new issues became apparent, including the need for more wireless access. The survey showed that 71% of students use IIT's wireless network, a 40% increase over the previous year. In both 2005 and 2006, there were consistent complaints from students regarding the utility of the *Web for Students* tool. Resolution to these and other related concerns will require modernization of IIT's Enterprise Resource Planning (ERP) system. University leadership has already allocated funding for this project, and IIT expects to have a new system fully deployed within the next 30 months.

⁴⁴ Satellite Campus Reports—binder in Resource Room

⁴⁵ Comparison of 2005 and 2006 Survey Results—binder in Resource Room

Before starting the ERP modernization project, IIT had to address the outdated network infrastructure on Main Campus. For years Main Campus experienced service interruptions that disturbed the teaching, learning, and administrative activities of the university. To resolve this issue, the Main Campus Local Area Network (LAN) underwent a major redesign in 2004 and was fully upgraded for the fall 2005 semester. The new network design provides a reliable and robust LAN, redundant and consistent Internet service, connection to Internet2, and a 264% increase in Internet bandwidth. The upgrade also facilitated a 500% increase in Main Campus wireless coverage. The LAN upgrade was a critical infrastructure improvement and completion of this effort has allowed OTS to turn its attention to other technology improvements.

In 2003, it was decided that Blackboard would be the university's preferred online course management system. Following this decision, the existing Blackboard system was redesigned and upgraded to accommodate more courses and make the system easier for faculty and students to use. These combined efforts led to a 500% increase in the number of courses utilizing Blackboard. While current data shows that 88% of the students are using the system, 75% of students would like more courses to use Blackboard. OTS will continue to work with faculty to find ways to increase usage of the Blackboard system.

To support student, faculty, and staff use of technology, OTS operates a telephone support desk and maintains a knowledge database that provides how-to and self-help information for common technical issues and questions.⁴⁶ OTS also offers Blackboard and distance learning training sessions for IIT instructors.⁴⁷ In addition, the instructional designers at IIT Online work with faculty individually on the pedagogical aspects of online teaching. This includes designing media-based course materials and activities appropriate to the subject and student learning styles as well as the teacher's instructional strategies.

Computer Labs and Classrooms

IIT provides technology to support its educational and research programs. The OTS-operated computer labs undergo frequent review and assessment to keep computing resources current and accessible.⁴⁸ These computer labs are used for both academic courses and university-organized events. The lab computers are refreshed on a three-year cycle, to ensure that students have access to equipment that supports their academic goals. The lab instructional software is also reviewed every semester by the

⁴⁶ OTS Support Desk: <http://support.iit.edu/>

⁴⁷ IIT Online Faculty Resources: <http://www.iit-online.iit.edu/faculty/resources.php>

⁴⁸ OTS Student PC Labs: Pre-semester Preparatory Tasks–binder in Resource Room

newly established IIT Software Committee, and is updated after thorough testing for compatibility with existing lab hardware and software.⁴⁹

IIT recognizes that instructional technology is becoming an increasingly important academic resource and many of our faculty members are interested in exploring the use of these technologies. However, before investing in cutting-edge instructional technology, IIT needs to address the school's shortage of basic classroom technology. A 2003 Main Campus Classroom Report found the number of classrooms equipped with basic technology fell far below faculty need.⁵⁰ Only ten of the classrooms on Main Campus were equipped with audio/visual (A/V) equipment and the demand for these capabilities has continued to grow. The report further outlined a plan to update classrooms and accommodate the growing need for instructional technology. IIT's Technology Platform Initiative incorporated the 2003 classroom findings into the university's Technology Vision and Implementation Plan. The plan identifies three-levels of classroom technology ranging from basic A/V and network connections to distance learning and videoconferencing capabilities. Increasing the number of technology-equipped classrooms over the next five years is a key aspect of this plan. IIT expects to upgrade more than 20 Main Campus classrooms with various instructional technology capabilities before the start of the fall 2006 semester.

Partnerships

IIT utilizes its technology and unique learning resources to enable internal and external partnerships and innovations that enhance student learning and strengthen teaching effectiveness.

One of IIT's most unique learning resources is the university's well-known distance learning program, IIT Online.⁵¹ OTS support for this expanding program requires a growing commitment of resources and is subject to ongoing planning and review. Many of the IIT Online services benefit distance learning students, as well as the greater IIT community.

IIT Online supports seven permanent classrooms with videoconferencing capabilities on three campuses. Four of the classrooms being upgraded for the fall 2006 semester will include video conferencing equipment. These rooms will be used for regular classes as well as many other educational purposes. Activities include student IPRO discussions with corporate sponsors such as Ford Motor Company in Michigan, remote job

⁴⁹ OTS PC Lab Software Management Practices: http://ots.iit.edu/computer_classrooms/lab_soft_policy.php

⁵⁰ Registrar's Classroom Analysis–binder in Resource Room

⁵¹ IIT Online Best Practices–binder in Resource Room

interviews, remote advising, Q&A sessions between faculty and large groups of students before project deadlines and for exam reviews, as well as special events and speakers. OTS also attempts to provide the entire IIT community access to new technologies through projects such as the recent testing of streaming media technology on handheld devices. This technology will eventually impact online students and is anticipated to facilitate integration of new mobile technologies into the overall learning experience at IIT.

To facilitate these types of partnerships and enhance research opportunities, IIT joined I-WIRE (Illinois Wired/Wireless Infrastructure for Research and Education), a fiber optic data network funded by the state of Illinois to connect research institutions in the state.⁵² IIT is also a member of the Illinois Century Network (ICN), which provides high speed access to data, video, and audio communication in schools, libraries, and museums as well as local government and state agencies. IIT's I-Wire and ICN memberships provide access to Internet2 and expand the university's research capabilities by sharing traffic with key partners, such as Argonne National Laboratory and Fermilab.

IIT's Moffett Campus utilizes Internet2 through its shared Internet connection with Main Campus. Moffett houses the National Center for Food Safety and Technology, a consortium of government, industry, and academia. At Moffett, students have opportunities to interact with all consortium members and access to unique experiences in food science and new industry technologies.

Chicago-Kent College of Law is the home of the Illinois Technology Center for Law and the Public Interest (ITC), a unique collaboration of 12 partner organizations including Illinois legal services providers, funders, the private bar, and law schools. ITC was formed in March 2001 in response to the recommendations of a statewide legal services technology needs assessment. ITC designed, built, and maintains the premier statewide legal aid website in the country. The school's support of this resource allows Chicago-Kent to offer its students opportunities to explore *Access to Justice* issues including the use of technology in legal services, alternative legal services delivery models, and e-lawyering.⁵³

⁵² ICN/I-WIRE Project: http://www.anl.gov/Media_Center/logos20-3/iwire.htm

⁵³ ITC Internet Resources: <http://illinoislegalaid.org/> and <http://illinoisprobono.org/>

Summary

IIT is experiencing a time of technology renewal and significant progress has already been made. The immediate and basic needs of our community are being addressed. However, to improve existing resources as well as prepare for the future, university leadership has accepted the recommendations of the 2010 Technology Committee. Additionally, the majority of the investments requested by the committee have been funded for the next three years.

As we look to the future, increased mobility and distance learning are expected to be important drivers of technological innovation in higher education, and IIT is preparing to employ these innovations to enhance the learning and teaching experiences of our community.

Strengths

1. IIT has defined technology as one of four platform initiatives that are crucial to serving the university community.
2. A strategy and timeline to improve technology services at IIT has been defined and significant resources have been allocated to meet the identified technology standards.
3. Many IIT classrooms have been upgraded with technology that supports interactive-learning and other instructional approaches. This improvement process will continue to be implemented.
4. IIT has purchased and begun deployment of a new Enterprise Resource Planning System to replace its aging administrative systems. This will significantly improve IIT's current administrative processes and support the university's effort to focus on teaching, learning, and research.

Opportunities for Improvement

1. Continue enhancement of IIT's network reliability and capacity to support learning and research activities.
2. Improve communication within the IIT community regarding available resources and provide faculty with more effective training and support with instructional technology.
3. Use the university's renewed focus on classroom technology to examine and define an overall institutional strategy for instructional technology.