



**THE TECHNOLOGY IN LEARNING & TEACHING PLAN**

**2009 - 2012**

**COMPLEMENTING THE LEARNING & TEACHING PLAN**

**2008 - 2012**

## **PREAMBLE**

The Learning and Teaching Plan sets the direction for learning and teaching at Macquarie for the next five years and outlines Macquarie's learning and teaching goals, priorities, values and principles. Integral to Macquarie's direction is recognition of technologies of the 21<sup>st</sup> century as being central to the capabilities of Macquarie graduates. Current and emerging technologies are powerful tools for advancing the goals of the University to be a modern research-intensive institution recognised for high quality teaching and learning.

**The Technology in Learning and Teaching Plan** is a University-wide plan complementing the Learning and Teaching Plan to ensure a balanced and integrated approach to the incorporation of technologies into learning and teaching at Macquarie.

### **The principles that guided the development of the Plan were:**

- Agility and flexibility – to enable Macquarie to stay abreast of change
- Enablement – to support innovation in learning and teaching
- Enhancement of the student learning experience
- Sustainability of infrastructure and academic programs
- Quality of teaching and learning – supporting staff in their work and enhancing the learning experience for students
- Alignment with Macquarie's strategic directions and priorities
- Consolidation – building on existing expertise and successful practice

### **The priorities for this plan are to:**

- Enhance student engagement and learning
- Encourage and recognise students contributions to innovative practice
- Consolidate the integration of technologies for learning and teaching into mainstream policy, planning and practice
- Develop quality assurance and enhancement of systems and academic programs
- Support innovation in the use of technologies for learning and teaching

### **Alignment with the Learning & Teaching Plan**

To ensure alignment of the two plans, the priorities and strategies identified for action in the Technologies for Learning and Teaching Plan are organised around five themes which reflect the intent of the Learning and Teaching Plan:

- Developing and supporting quality teaching with technologies
- Recognising and rewarding excellence and innovation in technologies for learning and teaching
- Ensuring quality and continual improvement in technologies for learning and teaching
- Supporting student learning, diversity and equity
- Supporting research and evaluation of technologies in learning and teaching

## *VISION & CONTEXT FOR TECHNOLOGIES in LEARNING & TEACHING at MACQUARIE*

Our vision is for current and emerging technologies to be used wisely and effectively to enable and enhance the student experience through:

- Seamless connections between people and places across the globe
- Efficient and effective access to information and resources
- New ways to participate, interact, communicate and collaborate
- Creative opportunities to generate, present and disseminate knowledge

The use of technologies for learning and teaching is not regarded as a distinct and separate eLearning occurrence. Rather, the Macquarie approach is for a fully integrated experience, in which technologies are seamlessly integrated into the curriculum and the environment in which they are situated.

The choice of which technologies to use should be evidence-based, taking into account their ability to support the philosophy, aims, outcomes of the curriculum; the underlying teaching and learning process; as well as the needs and circumstances of students.

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## **GOAL 1: DEVELOPING & SUPPORTING QUALITY TEACHING WITH TECHNOLOGIES**

Alignment with the Learning and Teaching Plan: Goal 1, Objective 1

**Objective: To promote a culture of professional learning around the use of technologies in learning and teaching**

<b>Strategies</b>	<b>Responsibility</b>	<b>Indicators/Outcomes</b>	<b>Timeframe</b>	<b>Alignment &amp; Dependencies</b>
A. Identify and regularly <b>update technical and pedagogical knowledge and skills</b> for the effective use of technologies	LTC	Suite of guidelines and resources addressing TILT– knowledge and skills	2009	Aligned to the Blueprint Project and MELCOE projects
B. Develop <b>PD opportunities</b> at the local and institutional level to support knowledge & skill requirements	LTC A/Deans L&T HoD	Integration of TILT into staff performance development reviews	2009	Aligned to the Blueprint Project and MELCOE projects
C. Identify and support TILT competencies in <b>performance development reviews</b>	A/Deans L&T HoD	Tracking skill requirements identified needs e.g. through PDR  Reporting of achievements against the strategies identified to accommodate needs	2009 – 2010	

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**GOAL 2: RECOGNISING & REWARDING EXCELLENCE AND INNOVATION IN TECHNOLOGIES FOR TEACHING & LEARNING**

Alignment with the Learning and Teaching Plan: Goal 1, Objective 2

**Objective 2.1: To disseminate innovative practice**

Strategies	Responsibility	Indicators/Outcomes	Timeframe	Alignment & Dependencies
A. Identify and disseminate <b>effective pedagogical models and sustainable practices</b> for integrating technologies into learning and teaching	LTC HoD A/Deans L&T	Central website of research, innovative practice, tools and resources available to the Macquarie community  Increased number of local innovations being applied across the institution over a 5 year period	2009	Aligned to the Blueprint Project and Curriculum Renewal Project  Links can be made to projects from the Innovation to Integration Procedure, ALTC Exchange, Technology-Supported Learning Database, Community's of Practice e.g., LAMS Community

## Objective 2.2 To recognise and reward excellence and innovation

Strategies	Responsibility	Indicators/Outcomes	Timeframe	Alignment & Dependencies
A. Technologies enhancing learning and teaching to be included as one of the multiple <b>dimensions of teaching awards</b>	DVC-Provost	Increased number of recipients of TILT related Macquarie and ALTC awards and grants over 5 year timeframe	2009 – 2010	Liaise with Provost Office
B. Macquarie <b>Innovation awards</b> to include separate categories for students and staff covering technology in learning and teaching	DVC-Provost	Increasing numbers of students and staff achieving Innovation awards	2009 – 2010	Liaise with Provost Office – possibly a separate category of L&T awards. Funding for prize to be determined
C. Provide <b>systemic support</b> to support student and staff innovation	HoD LTC	Adoption of innovative practices by staff and students	2009 – 2010	LTC to work with HoD & Faculty L & T to raise awareness of schemes and strategies for support

### **GOAL 3. ENSURING QUALITY & CONTINUAL IMPROVEMENT IN TECHNOLOGIES FOR TEACHING & LEARNING**

Alignment with the Learning and Teaching Plan Goal 2, Objective 1 and 2; Goal 7, Objective 1 & 2

#### **Objective 3.1 To ensure quality curriculum and teaching**

Strategies	Responsibility	Indicators/Outcomes	Timeframe	Alignment & Dependencies
<b>A. QA procedures for program and unit development and review to include TILT</b>	LTC, ITS A/Deans L&T LTC, A/Deans L&T Copyright Unit (Library)	Technologies are used within an aligned curriculum following Macquarie guidelines for good practice  Technologies in use are compliant with policy & legislative frameworks  Best practice is demonstrated in student learning experiences	2009	Aligned to the Blueprint Project Blueprint and the Curriculum Renewal Project (LTC)
<b>B. Develop a minimal web presence for every unit</b> with identified baseline level of online components.	DVC-Provost LTC; A/Deans L&T Coursework studies	Map of the workflow processes of publishing information across Macquarie (including, what information and who is responsible)  Systematic process to collect and publish information (XCRI)  One source of information for students  One web site for each teaching unit	S2, 2009 scoping requirements & design of interface  2010 Development and implementation	<ul style="list-style-type: none"> <li>▪ Academic &amp; curriculum restructure</li> <li>▪ Integrates with Unit Guides Online project, Handbook, Student One</li> <li>▪ Stabilisation of ITS (2009)</li> <li>▪ Funding through IT Business Plan</li> <li>▪ Handbook project</li> </ul>
<b>C. Develop an evidence-based approach</b> to the use of technologies in learning and teaching – Identify, & mine (from server logs) data necessary for institutional policy and planning	LTC , ITS A/Deans L&T Library	Data-base of relevant information that is accessed by key user groups and used in planning, annual reports and reviews.	2009 – 2010	<ul style="list-style-type: none"> <li>▪ Academic /curriculum restructure</li> <li>▪ Funding through IT Business Plan</li> </ul>



### Objective 3.2 To provide learning and teaching spaces that support learning and teaching

Strategies	Responsibility	Indicators/Outcomes	Timeframe	Actions and/or Dependencies
A . Establish a <b>subcommittee</b> under the Learning & Teaching Committee for <b>Teaching and Learning Spaces</b> (include members from the library, OFM, ITS, LTC, students and A/Deans L&T from faculties)	DVC-Provost SLTC	<ul style="list-style-type: none"> <li>▪ Plan for the creation and development of physical teaching and learning spaces</li> <li>▪ A minimum standard of technology for teaching learning spaces</li> </ul>	2009	Senate L&T Committee

### Objective 3.3 To provide robust and effective technical infrastructure and learning technologies

Strategies	Responsibility	Indicators/Outcomes	Time	Alignment & Dependencies
A. <b>Development of QA framework</b> around the performance of the Macquarie's Learning Technologies Platform	DVC-Provost LTC, ITS	<ul style="list-style-type: none"> <li>▪ Procedures (with identified metrics) to measure performance of LMS</li> <li>▪ Increased performance on over 3 years</li> <li>▪ Improvements in scores on student experience surveys (e.g. TEDS, CEQ and MUSEQ over time )</li> </ul>	2009	Aligned to the Blueprint for the futures Project
B. <b>Same sign-on/Single sign-on</b> for staff and students	ITS	One username and password for all learning and teaching related systems and applications	2009 – 2010	<b>Dependencies</b> <ul style="list-style-type: none"> <li>▪ ITS Campus stabilisation</li> <li>▪ Integrates with work of MELCOE</li> <li>▪ Funding through IT Business Plan</li> </ul>
C. <b>Review Macquarie's LMS</b> and hosting arrangements	LTC, ITS	Recommendations for LMS requirements (including hosting) with 5 year Business plan  Implement outcomes of review.  Increased use of technologies on Macquarie's Learning Technologies Platform	S1, 2010	<b>Dependencies</b> <ul style="list-style-type: none"> <li>▪ Blackboard contractual arrangements</li> <li>▪ ITS Campus stabilisation</li> <li>▪ Funding through IT Business Plan</li> </ul> Will draw on results of the Student IT Experience project
D. Embed the <b>Innovation to Integration</b> procedure into practice to identify and capture emerging technologies	DVC-Provost LCT	<ul style="list-style-type: none"> <li>▪ Integration of new technologies into Macquarie's Learning Technologies Platform</li> <li>▪ Examples &amp; guidelines for use of new technologies published on a central web site</li> </ul>	2009 – 2010	<b>Dependencies</b> <ul style="list-style-type: none"> <li>▪ Continuation of funding through the through the Innovation fund</li> <li>▪ Funding through IT Business Plan</li> </ul>

<b>E. ePortfolio</b> – Explore and act on requirements and options for portfolios	LTC	Use of portfolios is trialled and reported back to MACALT for recommendation of future actions	2009	Aligned with Academic Program and Curriculum Renewal
<b>F. iLecture</b> trial of multimedia functions and review of individual podcasting by students and staff	LTC, ITS	<ul style="list-style-type: none"> <li>▪ Greater satisfaction with lecturing experience</li> <li>▪ Evidence of innovation reported through a good practice web-site</li> </ul>	2009	<b>Dependencies</b> Funding through IT Business Plan
<b>G. Mobile &amp; wireless technologies</b> – Identify need for and trial ways of communicating using mobile / wireless technologies	LTC, ITS	A report and recommendations submitted to MACALT for action	2009 -2010	<b>Dependencies</b> ITS Campus stabilisation
<b>H. Review Production LAMS Support</b> – Review of the transition of LAMS to production environment	MELCOE, LTC	<p>Evaluation of LAMS current and potential contribution to learning and teaching at Macquarie</p> <p>A Business Case for funding the transition of LAMS to production grade hardware and support/maintenance</p>	2009	

**Objective 3.4 To develop efficient information management systems**  
**Learning resource management**

Strategies	Responsibility	Indicators/Outcomes	Time	Alignment & Dependencies
A. Identify and act on requirements for efficient <b>management</b> of learning and teaching resources (including content, student work, unit outlines)	LTC, ITS A/Deans L&T Library	<ul style="list-style-type: none"> <li>▪ Ability to re-use content in multiple units and software applications</li> <li>▪ Unit outlines online</li> </ul>	2010	Integrates with <ul style="list-style-type: none"> <li>▪ Web presence (3.1b)</li> <li>▪ The work of eReserve</li> <li>▪ Macquarie’s content management system</li> </ul>
B. <b>eReserve</b> to be realigned to create a more integrated framework for accessing course related materials	Library	<ul style="list-style-type: none"> <li>▪ Increased use of eReserve</li> <li>▪ Improved understanding of business activity</li> <li>▪ Extension of services provided</li> </ul>		Funding through IT Business Plan
C. <b>Reticulated video/media</b> for lecture delivery	ITS Library	<ul style="list-style-type: none"> <li>▪ Easy access to video for lectures</li> <li>▪ Copyright guidelines</li> </ul>		Funding through IT Business Plan
D. Ensure <b>IP and copyright</b> policies reflect digital contexts	Copyright Unit, Library A/Deans L&T	Evidence of new ways of creating sharing and publishing research	2009	Aligns with the work of: <ul style="list-style-type: none"> <li>▪ SLTC – academic integrity</li> <li>▪ MELCOE – open education agenda</li> </ul>

## GOAL 4. SUPPORTING STUDENT LEARNING, DIVERSITY AND EQUITY

Alignment with Learning and Teaching Plan Goal 2, Objective 1 and 2; Goal 3, Objective 2; Goal 4; Goal 6 Objective 1 and 3; Goal 7, Objective 1.

### Objective 1. To use technologies effectively to support student's learning

Strategies	Responsibility	Indicators/Outcomes	Time	Alignment & Dependencies
A. Identify IT requirements and expectations of students	IITS, LTC	<ul style="list-style-type: none"> <li>A report and recommendations to assist in planning for IT requirements across campus to students – including learning needs</li> </ul>	S1, 2009	<p><b>Alignment:</b></p> <ul style="list-style-type: none"> <li>The Student Experience of IT Strategy to be developed</li> <li>outcomes will feed into strategies B, C, and D below)</li> </ul> <p><b>Dependencies</b> Funding through the IT Business Plan</p>
B. Identify need, issues and solutions to <b>online submission of assignments</b>	LTC A/Deans L&T	<ul style="list-style-type: none"> <li>Safe and secure process for students to submit assignments</li> <li>Increased use of online submission</li> </ul>	S2 2009 – 2010	<p>Integrates with:</p> <ul style="list-style-type: none"> <li>Student Experience Strategy</li> <li>LMS Review (3.3 C)</li> </ul> <p><b>Dependencies</b> – Academic Restructure and availability of Educational Developers Stage 2 may need funding in 1020 IT Business Plan</p>
C. Identify need and provide a <b>virtual space</b> with tools for students to connect, discuss, collaborate; access and manage information; create and publish their work online	LTC A/Deans L&T Library  Students (U@MQ) Student Support	<ul style="list-style-type: none"> <li>Web site of recommended tools and support available to students.</li> <li>New forms of presentation and publications by students</li> <li>Increase in collaborative experiences for external /internal students</li> </ul>	S2 2009	<p>Integrates with:</p> <ul style="list-style-type: none"> <li>The Student Experience Strategy Project scheduled for 2009.</li> <li>Single sign-on</li> </ul>
D. Monitor changing <b>student and staff circumstances</b> and role of technologies in meeting students needs.	LTC , MQAS A/Deans L&T Inst Research Unit Library	<ul style="list-style-type: none"> <li>Systematic collection and dissemination of data about students circumstances, experiences and expectations</li> <li>Minimum requirements for access to technologies for students</li> <li>Increased satisfaction scores on</li> </ul>	2009	Integrates with evidence-base section 3.1c

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relevant criteria in CEQ, MUSEQ  
and TEDS instruments

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**E.** Foster student and staff  
awareness of opportunities  
and barriers of specific  
technologies/ tools in **diverse  
contexts** and for **equity  
groups**

LTC  
MQAS

- Increased number of equity groups using technologies over a 3 year timeframe
- Guidelines for use of technologies in diverse contexts including transnational students and equity groups
- Accessibility guidelines for staff and students

2009 – 2010

Draws on evidence coming through from 4b  
and 3.1c

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## **GOAL 5: SUPPORTING RESEARCH AND EVALUATION OF TECHNOLOGIES IN LEARNING AND TEACHING**

### **Objective 1 To support research and development into the development and use of technologies in learning and teaching**

<b>Strategies</b>	<b>Responsibility</b>	<b>Indicators/Outcomes</b>	<b>Time</b>	<b>Alignment &amp; Dependencies</b>
A. Conduct research and development in technologies for learning and teaching	MELCOE LTC	<ul style="list-style-type: none"> <li>▪ Integration of innovation and development projects from MELCOE, faculties and organisational units into learning and teaching infrastructure and practice</li> <li>▪ Scholarly outputs about new technologies in L&amp;T</li> </ul>	Ongoing	Aligned with externally funded projects and internal Macquarie research funding schemes. Aligned with Objective 3.1 – C. Evidence-based
B. Conduct evaluation of new technologies from educational and technical perspectives	Faculties			

## **ABBREVIATIONS**

**LTC** Learning and Teaching Centre

**SLTC** Senate Learning and Teaching Committee

**MACALT** Management Advisory Committee for Academic Learning  
Technologies

**MELCOE** Macquarie eLearning Centre of Excellence

**HoD** Head of Department

**BB** Blackboard

**MQAS** Macquarie Accessibility Services

**ITS** Information Technology Services

## Notes on the TILT Plan

A number of the strategies identified in the TILT Plan interrelate with University-wide projects underway since 2008 namely, the reviews of academic structures and programs, and the Blueprint for the Future Project. Details of these projects are available on the Provost web site: <http://www.mq.edu.au/provost/>

The notes below provide details on some of the strategies listed in the TILT plan and also outline some of the actions that are already in place as a result of the existing University-wide projects.

### Goal 1

#### **A. Identify and regularly update knowledge and skills for effective use of technologies**

A suggested action is for the LTC, Faculties and /or Departments to develop a cyclic procedure for identifying knowledge and skills required of staff to include:

- review of PD requirements arising from data aggregated by Human Resources
- review of support requests arising from the LTC
- review of feedback from students via CEQ and other institution-wide surveys

#### **B. Develop PD opportunities to support knowledge & skill requirements**

Based on the reviews above, and any other sources of information, the LTC will update its programs and resources and will also assist faculties to devise professional programs to suit identified needs

### Goal 2

#### **2.1. B Identify and disseminate effective pedagogical models and sustainable practices for integrating technologies in learning and teaching**

One of the actions for this strategy relates to the work of the Blueprint for the Futures Project. *Guidelines for Good Practice* in the use of Technologies of Learning and *Teaching* have been developed and the LTC, as part of their Curriculum Renewal Project, will develop resources and identify models and examples of good practice to support the guidelines.

#### **2.2 A. Technologies to be included as one of multiple dimensions of teaching awards**

#### **2.2 B. Macquarie Innovation awards to include separate categories for students and staff covering technology in learning and teaching**

#### **2.2C. Provide systemic support to support student and staff innovation**

In support of these three strategies, the LTC has a project funded through the Australian Learning and Teaching Council to promote teaching excellence. Strategies A, B and C can be integrated into this project. The LCT will therefore:

- liaise with Provost Office to identify where technologies can be integrated into current awards
- work with Faculties to raise awareness of schemes and strategies that can be developed to support applicants.

### Goal 3.

#### **3.1 A. QA procedures for program, curriculum development and review to include TILT**

This strategy is aligned to the Blueprint for the Future Project and the development of *Guidelines for Good Practice*. The guidelines can be used as template or checklist for program and unit reviews.

#### **3.1 B. Minimal web presence for every unit with identified baseline level of online components, expectations of staff and students.**

The aim of this strategy is to develop of a single web-based entry point for every teaching unit in the Macquarie handbook. It will involve:

- scoping of what the presence will consist of and whether it is located within or outside Macquarie's Learning Management System
- design / development of APIs to integrate with existing centralised information sources (Handbook, student One etc)
- development of templates user documentation, policy and procedures for use by Faculties / unit coordinators
- roll-out of implementation – including monitoring systems

*Funding has been sought through the IT Business Plan (2009)*

### **3.1 C. Develop an evidence-based approach for the use of technologies in learning and teaching – Identify, & mine (from server logs) data necessary for institutional policy and planning**

One of the activities for this strategy is to consolidate a data base of usage stats for technologies on Macquarie's Learning Technologies Platform (LMS, Wimba, iLecture) and deploy to key users (Faculties, offices, academics) for use in planning and QA. The project will involve:

- specifications for web interface including data types
- Project Plan to create interface and mine data required
- Implementation Plan to achieve required deliverables
- implementation of the data base and access to it

*Funding has been sought through the IT Business Plan (2009)*

### **3.3 A. Development of QA framework around the use of Macquarie's LMS**

A QA/ QE cycle will be developed and aligned with budgetary processes to monitor performance and identify areas for action and improvement.

### **3.3 B. Same sign-on/ Single sign-on for staff and students**

In 2009, ITS aims to fix existing problems annoying students and part of this solution will be same sign on. The second stage of the project will be to develop a three year strategy in which the feasibility of single-sign-on will be addressed

*Funding has been sought through the IT Business Plan (2009)*

### **3.3 C. Monitor and review Macquarie's LMS and hosting arrangements**

The review of Macquarie's LMS (Blackboard) will involve:

- consultations on stakeholder requirements
- running a scoping and feasibility exercise to review options available
- developing recommendations
- developing a five year business plan

*Funding has been sought through the IT Business Plan (2009)*

### **3.3 D. Embed the Innovation to Integration procedure into practice to identify and capture emerging technologies**

The strategy is to establish ongoing funding for the *Emerging Technologies: Innovation to Integration* procedure to ensure that the tools and technologies available on Macquarie's Learning Technologies Platform provide relevant, effective and contemporary experiences for staff and student. Funds will be made available to Macquarie staff through an *Emerging Technologies Grant Scheme* to:

- encourage experimentation and innovation with new technologies

- identify and evaluate new technologies for their ability to facilitate learning and teaching in effective and sustainable ways
- develop business cases for integration into Macquarie's Learning Technologies Platform
- The funds are for:
  - new technologies and tools
  - the creative extension of existing technologies on the Learning Technologies Platform or technologies used in learning and teaching spaces
  - the modification or customisation of existing tools and technologies

*Funding has been sought through the IT Business Plan (2009)*

### **3.3 F. iLecture – podcasting technologies – explorations of options for extending iLecture to include multimedia and individual podcasting by students and staff**

The strategy encompasses an upgrade of the iLecture system involving replacement of compressors and partial replacement of CAP digitisers to support video/audio capture of lecture recordings. This will involve:

- replacement core iLecture hardware at the end of its lifecycle
- provision additional capacity and speed of compression
- increased capability to provide greater flexibility in lecture capture/delivery options (video and/or audio/video capture as opposed to the current audio capture)
- expansion of the current iLecture 61 enabled CAP Rooms to include rooms in E4A/E4B (and SIBT 2010–2011 period)

*Funding has been sought through the IT Business Plan (2009)*

### **3.3 G. Mobile & wireless technologies – Identify need for and trial ways of communicating using mobile / wireless technologies**

The strategy, to be led by ITS, involves two stages. This first is an identification of need which will be incorporated into Goal 4 and take place in 2009. The second stage which will incorporate trialing new approaches will take place in 2010.

*Funding has been sought through the IT Business Plan (2009)*

### **3.3 H. Production LAMS support – Transition of LAMS to production environment**

This project aims to scope and complete the rollout of LAMS to all Macquarie WebCT CE6 users based on production grade hardware and support/maintenance.

*Funding has been sought through the IT Business Plan (2009)*

## **Goal 4**

### **A. Identify IT requirements and expectations of students**

The aim of this strategy is to develop an holistic IT strategy based on sound student input that provides a roadmap of investments/projects to improve the student experience at Macquarie. The strategy is not just about IT: it needs to holistically consider student issues on all fronts.

The scope of work in 2009 is to:

1. Leverage existing sources of data and recent surveys, such as:
  - the recent Blackboard survey
  - data from Student IT Help-desk (SITH) calls
  - data from Registrar's eStudent
2. Develop and implement a general survey of students and conduct focus groups on their IT experiences and gather data that answers questions such as:

- what equipment they use to access Macquarie's IT environment
  - their preferences in terms of how they would like to interact with Macquarie's IT environment (e.g. iPhones);
  - what do students really want in terms of email
  - how do students most want to communicate and collaborate with other students and staff
  - what are student requirements and needs for technologies to support research, learning and assessment processes
3. Monitor the IT experiences of a carefully selected group of say 10–20 students (and some staff) over a time period to better define and quantify the issues being encountered (e.g slowness). Students would have a direct line to ITS to enable better isolation of root causes;
  4. Seek to benchmark student support data against other universities;
  5. Consider accessibility and special needs;
  6. Test the requirements of students against academic realities;
  7. Identify policies and practices which impact delivery an efficient and effective service to students (e.g. multiple faculty email systems, access hours to general computing labs, equity in charging for printing)

For 2010, the strategy will identify a list of prioritised projects aimed at improving the student experience.

*Funding has been sought through the IT Business Plan (2009)*