TEXAS HIGHER EDUCATION COORDINATING BOARD

Biennial Operating Plan
for Biennium 2008–2009

Approved by the
Legislative Budget Board
August 21, 2007

Agency code: 781 Agency name: **Higher Education Coordinating Board**

CATEGORY CODE/CATEGORY NAME
Project Number/Name
Type of Project **DESCRIPTION**

5005 ACQUISITN INFO RES TECH

45 Data Center Consolidation Project
150 DCC In Scope Services

Project Description: HB1516 directed a group of agencies, including the THECB, to work with DIR to outsource and consolidate our Computer Centers. As a result of this effort, approximated 10 staff and the operations of our Computer Center will be transfered to a third party vendor in FY07. In addition, we have spent hundreds of manhours providing data to DIR concerning our Computer Center, contracts, and staff.

Project Status: THECB is participating in a DIR let efforts to select a vendor for the outsourcing effort. We have identified in-scope staff, resources, contracts, etc. and are working with DIR and our HR staff to make the transition to a vendor as smooth as possible.

Needs-analysis Summary: DIR performed the needs analysis with assistance from Gardner Inc. for the legislature who in turn manadate the effort in HB1516.

Project Justification: The project is required by state law HB1516 as is THECB participation in the project.

Outcome Measures: The benefits of the project should be equal to or greater service levels for state agencies as a group at a cost less than the cost of current services.

Output Measures: The agency will monitor service levels in FY07 (if implementation occurs as planned), FY08, and Fy09 to ensure that contracted services are delivered in accordance with the state contract with the vendor and with DIR guidelines. We will report any measures not met to DIR using designated communication paths.

Acquisition-of-Alternatives Analysis: DIR determined via the Gartner report that this Data Center services could be provided by the private sector in a cost effective manner and communicated this to the legislature. DIR and the state are still evaluating proposals to determine if there is cost and service effective proposal from one of the two vendors that have bid on the project.

Cooperative-Project Area: This is a cooperative effort involving 27 state agencies under direction from DIR with assistance from consultants who specialize in data center outsourcing.

Milestones or Timelines: Target to aware the DCC contract is mid-November to mid-December with Commencement planned for March 31, 2007.

46 PC Hardware Repl Program
250 Mobile Computing or Wireless Technology

Project Description: This capital budget project allows the agency to systematically replace obsolete and/or non-functional personal computer (PC) hardware.

New business initiatives, processes and procedures, and advancing telecommunications capabilities require periodic replacement of existing agency PC hardware with more functional, faster, and larger capacity models.

The agency utilizes an Information Technology Replacement Plan to routinely replace PC hardware and associated peripherals based upon the following equipment life cycles:

- PC workstation – 4 years
- Notebook/Laptop – 3 years

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- Personal Digital Assistant (PDA) – 2 years
- Printer – 5 years

Project Status: This is an ongoing agency information resources technology project. Due to FY 2004 budget cuts and proposed cuts for FY 2006 and 2007, it is anticipated that equipment life cycles may have to be lengthened in the future and will no longer meet state-recommended life cycle guidelines.

Desktop platforms currently in use range from older 800Mhz Pentium IIIs to the newer Athlon XP 2800 machines. The agency was able to use bulk purchasing and an existing DIR state contract to negotiate reduced pricing for the FY 2004 replacement systems. New systems are ordered with the Windows XP Professional operating system installed to reduce the long-term ownership cost.

Needs-analysis Summary: Risks associated with the use of PC workstation hardware, such as unreliable hardware, unsupported operating system software, followed closely by incompatible equipment, are mitigated by an asset management program and planned replacement of obsolete systems.

Support requirements are also a factor in the needs analysis for this project. Equipment standardization has permitted the agency to maintain its PC workstations with minimal technical support staff.

Project Justification: The agency and its staff are well served by this project with the availability of up-to-date and efficient PC workstation hardware and associated peripherals. This project provides the required PC hardware for all agency programs and supports the agency's goal of closing the gaps participation, success, excellence, and research in higher education through the availability of efficient PD hardware resources for staff. In addition, the agency is able to address through this project ergonomic concerns as they arise with the purchase of compliant monitors and keyboards.

Outcome Measures: Through the use of a standard life cycle for PC workstations and printers, the agency has a systematic plan for information technology replacements and also a tool with which to control IT replacement budgets.

Utilizing an existing DIR state contract, the agency periodically renegotiates the pricing for the standard desktop workstation platform resulting in reduced pricing and increased performance and capabilities.

The replacement cycle is consistent and driven by the agency's IT Replacement Plan. This consistency of replacement across the enterprise results in a standardized end user environment for all staff members.

Controls implemented in acquisition-based oversight direct these funds to areas that may not be funded in divisional operating budgets.

Output Measures: The primary performance objective for this project is to deliver stable and maintainable PC hardware resources that meet staff

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needs and perform to expectations. A secondary objective is to manage the information technology inventory responsibly. Maintainability and stability are continually measured by the ratio of support calls to workstations in use.

Operating systems in use on desktops are standardized on Windows XP Professional providing improved serviceability.

The agency's inventory is audited on an annual basis with highly mobile information technology items inventoried on a semi-annual basis.

Obsolete equipment is promptly removed from inventory and disposed of in accordance with existing state statutes. Most obsolete equipment is recycled and used by school districts, charitable organizations, and correctional institutions across the state.

Acquisition-of-Alternatives Analysis: Consideration was given to seat management alternatives for providing agency workstations. Proposals from several DIR seat management contract vendors were received and evaluated. Comparison of the cost of providing workstations through the existing procurement and support plan versus the seat management proposals indicate that the agency's current procurement plan is the most cost-effective solution.

Analysis of Pentium 4 and Athlon class systems resulted in the selection of Athlon-based workstations on the basis of performance and cost.

DIR CISV workstation vendors were evaluated through a competitive bid process. The present vendor was selected based on cost, warranty period, service level, and performance considerations.

Due to the capital funding nature of this project, large scale procurement of workstation resources through a lease arrangement could present problems should capital funding for this project be reduced or eliminated. While PC hardware that is purchased would remain in place in the absence of funding, leased resources would have to be returned at the end of the lease.

The low cost of PC workstations and OS licensing issues preclude efforts to upgrade hardware components in existing PC workstation hardware. The agency does upgrade workstation memory, monitors, and disk drives when warranted by individual user needs.

Cooperative-Project Area: N/A

Milestones or Timelines: This is an ongoing information technology project, with milestones being reached as equipment is procured and installed or upgraded. During FY 2004 the agency replaced 81 workstations. Delivery of the workstations was completed on March 11, 2004 and agency staff completed installation on June 10, 2004. The rollout of new workstations was coordinated with implementation of software enhancements addressing recoverability and desktop control.

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47 Telecomm Hardware Acquisitions
350 Telecom: Call Centers

Project Description:

This project supports growth and enhancement of agency local and wide area networks used for providing electronic government services and information to agency staff, other state agencies and institutions of higher education, and the general public. Included in this project are the necessary telecommunications hardware replacements and upgrades for supporting the agency's local area network (LAN), wide area network (WAN), and associated services such as e-mail, Internet, domain name, web, file, database, and other network resources. The agency LAN supports workstations used by each staff member to enhance productivity. The LAN consists of a complex collection of equipment which connects these workstations, working cooperatively to support local communications, switches, servers, routers, gateways, firewalls, and wiring. This is a dynamic system, which is continually being improved to maintain compatibility with emerging technology, to enhance employee productivity, and to address information security issues.

Project Status:

This is an ongoing agency information technology project. Several significant improvements were realized during FY 2004. The acquisition of additional LTO tape drives permits high availability and faster backup windows for agency tape backup operations. Redundant firewall equipment was acquired providing the ability to maintain the existing firewall without taking the network offline. Gigabit Ethernet switches were acquired to permit increased redundancy at the THECB's network core. A number of servers were replaced in accordance with the agency's IT Replacement Plan. Agency web and DNS servers were replaced during FY 2004 providing enhanced availability for internal and external web applications.

Telecommunications projects planned for FY 2005 include replacement of UPS equipment to provide reliable power for agency servers, implementation of a wireless network to provide flexible and secure connectivity for agency staff, and the upgrade of VPN equipment to provide enhanced support for agency telecommuters.

Needs-analysis Summary:

The agency requires the ability to collect, maintain, and analyze data as it pertains to higher education. These activities cannot proceed in the absence of telecommunications, server, and LAN equipment. Agency staff requires the ability to communicate effectively with institutional and public contacts. Communication with the public and institutions must be supported in an expedient and secure manner. This project permits us to maintain and upgrade our capabilities in a flexible and timely manner.

Ensuring availability of agency information resources has been a focus of telecommunication projects in recent years. As transaction-based systems are pushed to the constituent level, it becomes increasingly important to provide higher levels of availability. The agency faces mandates to protect the confidentiality of data. FERPA and TAC requirements necessitate measures to protect information with advanced encryption and authentication techniques. The telecommunication project provides the means to achieve these mandated requirements.

Project Justification:

This project permits the agency to routinely implement more functional, faster, and more reliable telecommunications equipment and servers to provide better service to agency staff and constituents. This project also provides continued support for the agency's telecommuting program by operating Virtual Private Network (VPN) technology for remote connectivity. Having the capability to routinely refresh the telecommunications and server infrastructure also enables the agency to take advantage of new and improved

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telecommunications and server software components.

The agency relies on its servers and network to collect and deliver timely information to the legislature and constituents. Scheduled upgrades of network components and servers are a key factor in the effectiveness of the agency's network. The telecommunication infrastructure with inclusion of network components and servers must keep stride with continual workstation performance improvements. Initiatives to provide information to constituents and the public must be supported with the hardware and infrastructure to support the required communication. Continual vigilance of network security must be observed to protect the confidentiality, integrity, and availability of the records and resources that the agency maintains. These efforts would be unsupported without the availability of funding provided by this project.

Outcome Measures:

This agency would not be able to effectively conduct business, and in some cases, not be able to conduct business at all without a responsive, reliable, and secure telecommunications network infrastructure. One metric used to evaluate the cost versus benefit of this project is the potential loss of staff productivity due to network outages. Agency staff time lost due to a network infrastructure outage is estimated to be approximately $6,500 per hour. The planned and scheduled upgrading of the telecommunications infrastructure helps mitigate the risk of staff productivity loss due to network infrastructure outages.

Examples of cost savings facilitated by the agency's telecommunications network include online submission of reports and electronic retrieval of report edits by public higher education institutions versus the costs of mailing computer tapes and printed reports; staff telecommuting cost savings; and travel cost savings related to videoconferencing and video broadcasting. These are just a few examples.

Output Measures:

The primary objective of this project is to deliver and maintain a reliable and secure network infrastructure that effectively supports staff and constituents and provides for the acceptable delivery of mandated services. Uptime statistics are maintained for all production servers and networking equipment. The established 98% uptime goal for server and network equipment is consistently exceeded. Bandwidth is continually monitored on the agency's LAN and Internet connections with automated tools. Periodic reviews are performed to assure that adequate bandwidth is available.

An implementation review is performed for all individual telecommunication hardware projects. This review takes into account estimated cost versus actual purchase cost. Unexpected benefits derived from the individual telecommunications projects are also documented during the review process. The review also documents any unexpected operating expenses incurred for the project.

Acquisition-of-Alternatives Analysis:

Currently, purchasing is the most cost-effective method for procuring the required telecommunications infrastructure for supporting agency telecommunications operations. Lease arrangements are considered in the purchase phase of individual telecom projects. With the long service cycle of these items and their infrastructure nature, lease terms have not proven to be cost-effective nor operationally favorable to date.

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Telecommunications components are selected on technical merit and interoperability with existing software. Standardization and observed high reliability are also factors used in determining acquisition alternatives. DIR state contracts or competitive bids using Certified Information Systems Vendors (CISV) are used for all information technology-related procurements.

Cooperative-Project Area: N/A

Milestones or Timelines: This is an ongoing information technology project. Milestones are reached as telecommunications hardware is procured and hardware is upgraded or replaced.

48 Software Acquisitions
370 Acquisition and Refresh of Hardware and Software

Project Description: Software for agency workstations and servers must be consistent and current in order to provide continuity of interoffice business processes and workflow. This project allows the agency to upgrade existing licensed software and procure new operating systems, application development, and database software. The ability to address agency software needs through this project has enabled consistency, improved security, and provided for a current and more easily supportable desktop and server infrastructure.

Project Status: This is an ongoing agency information technology project. Several software initiatives were addressed during FY 2004, including application development, project management, statistical analysis, backup, and active e-mail archiving. A significant software initiative greatly enhanced the agency's ability to backup and recover critical data with procurement of enterprise class backup software. Efficiency of the agency e-mail system was addressed with an active archiving solution that will permit e-mail content to be selectively archived to near-line storage. Additional application development tools were acquired to address UML modeling needs, SQL database design, and ad-hoc report generation.

Needs-analysis Summary: Personal computers and client/server software are fundamental contributors to staff productivity as they perform their assigned duties. It is important to the agency and the state that appropriate licensing be maintained for server and workstation software used in the agency. Additional licensing is often required due to increased staff responsibilities and/or new assignments. Server operating system and application software require periodic updates and upgrades to remain current.

Security of agency information technology resources is a growing concern with ever increasing threats on every front. This project has given the agency some agility to deal with new software security needs on a tactical basis. It is expected that the most critical software need during FY 2005 and beyond will be effective anti-virus and anti-intrusion software and patch management.

Project Justification: Agency and IR staff have the responsibility to ensure that all software used by the agency is properly licensed. Software used by the agency must be upgraded periodically for operational, support, and strategic purposes. The agency must have the ability to acquire software to provide for increasing information security needs on a timely basis.

Outcome Measures: Increasing use of client/server-based solutions make backup and recovery of these data sources more critical. Significant outcome

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measures for FY 2004 focused on improved backup and active archiving capabilities. Through the acquisition of a new backup and recovery solution a reduction in operating costs was achieved.

The majority of software purchases are procured through DIR state contracts or competitive bids. Software acquired through this project is implemented and maintained by existing staff. Justification for individual software purchases is required and must be approved by the Director of Information Resources.

Output Measures: A software inventory is maintained to ensure that the correct numbers of software licenses are available to comply with end user license agreements. Annual software license audits are performed to ensure that the agency is in compliance with existing agreements and that the agency is not paying maintenance on outdated software titles.

The agency monitors the usability of application software by tracking the number of software-related support calls reported to the help desk.

Acquisition-of-Alternatives Analysis: Agency staff perform detailed evaluation on a case-by-case basis to determine the most cost- effective method to purchase and license software products.

Cooperative-Project Area: N/A

Milestones or Timelines: This is an ongoing project with milestones being reached as software purchases are planned, procured, and software is installed or upgraded.

49 SL Mainframe Migration
350 Telecom: Call Centers

Project Description: The Texas Higher Education Coordinating Board (THECB) currently uses a Honeywell/Bull mainframe computer that hosts the majority of the software applications and data required to administer a large state student loan program, in addition to a variety of state grant programs. This system also supports applications and data required to administer the collection and certification of mandated higher education institutional reporting to the agency. The agency has determined a need to move to a more contemporary, automation needs-responsive information resources infrastructure. The Bull mainframe has become increasingly difficult to maintain and staff due to Bull's dwindling share of the mainframe computing market and continuing decline of their installed user-base. In addition, the mainframe application development toolset and environment are old technologically and not as productive as newer software developmental environments. The legacy student loan and grant systems running on the mainframe are over twenty-five years old and are COBOL 74-based applications. New information technologies will also offer increased system functionality, availability, and sustainability.

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49 SL Mainframe Migration
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Project Status:

The agency will contract with a state-approved vendor for software to run our loan operations and for services required for migrating the current mainframe-based legacy loan applications and databases to a client/server-based operating environment. On July 18, 2002 the THECB received approval of a waiver from public solicitation for this project from the Department of Information Resources to allow the agency to pursue an interagency contract with the Applied Research Laboratories, The University of Texas at Austin (ARL:UT) for information technology services related to our mainframe migration project. On July 19, 2002 the agency approved a budget amendment adding additional funding to the budget of the loan program for FY 2003 to provide for the migration of the loan applications from the existing mainframe computer system to a client/server environment. A request to exceed the FY 2003 budget was submitted to the LBB on July 25, 2002. Approval was not received for this request and delayed the project until September 1, 2004, when funding was approved by the 78th Legislature. The funds approved were based upon the ARL:UT proposal. During the twelve- month delay, ARL:UT lost key staff targeted for the project which prevented them from continuing on as a partner in the project.

A contract was awarded in FY05 to Sierra Systems for the development of a new loan system. In June 2006, it was decided to end the project before the system had been completed the decision made to purchase a COTS system from another vendor. The estimated completion date for the project is no later than August 31, 2007.

Needs-analysis Summary:

For the following reasons it is imperative that the agency migrate from the current mainframe environment:

- Old Applications/Programming Environment - Both the SLIS and the HEMIS are over twenty-five years old and are COBOL 74 programming language-based applications.
- Old Development Environment – The mainframe application development toolset and environment are old technologies and are not as productive as current application development toolsets and environments.
- Old Hardware - The Bull mainframe hardware platform is two generations behind the latest Bull mainframe technology offering.
- Old Operating System - The operating system being run on the Bull mainframe, GCOS, is an old release of the operating system. Newer versions of the operating system will not run on the current hardware platform.
- Limited Vendor Support – Technical support for the release of the operating system we are running is being phased out.
- Limited Market Share – The vendor's (Bull) share of the mainframe market continues to dwindle and their installed base continues to decline.
- Uncertainty of the Cost of a New Software Support Contract – After the current contract period, there is a potentially substantial increase in cost for a new software maintenance and support contract with the vendor (Bull) who is the sole source for this service.
- Limited Technical Resource Pool – It is increasingly difficult to find experienced technical staff for the Bull mainframe environment.

Project Justification:

The original Bull mainframe system was installed in 1976 with existing applications migrated from an existing IBM mainframe

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environment. The original system has been upgraded several times during the past twenty-six years. The most recent upgrade was completed during FY 2000 to provide the agency a window of opportunity to migrate from the mainframe environment to a client/server-based environment. The current Bull mainframe system will be retired at the completion of the Student Loan System Migration project.

Two agency mission-critical automated systems, the Student Loan Information System (SLIS) and the Higher Education Management Information System (HEMIS), are hosted on the agency's Bull mainframe computer system. Migration from the Bull mainframe is essential in maintaining the stability of the SLIS and HEMIS mission-critical applications. This project addresses the SLIS migration. The HEMIS, a smaller system compared to the SLIS, which supports the processing and certification of mandated CBM reports provided to the agency by state institutions of higher education, is being migrated to a client/server environment using existing agency staff.

Outcome Measures:

Migration of legacy applications from the current mainframe environment to a client/server-based environment will result in substantial cost savings in the areas of hardware maintenance and support and operating system software licensing and support. Estimated annual savings in these operating areas after completion of the project are as follows:

Hardware Maintenance and Support
Mainframe - $243,165
C/S - $139,686
Savings - $103,479

Software Licensing and Support
Mainframe - $476,962
C/S - $35,555
Savings - $441,407

Total Estimated Annual Savings - $544,886

Additionally, upon completion of this project, the agency's mission-critical applications will be hosted on an information technology resources infrastructure that is contemporary, automation needs-responsive, maintainable, cost-effective, supported, and readily staffed.

Output Measures:

The basis for systems development objectives and performance monitoring and measurement for the project will be the agency's project quality assurance plan. This plan will be used to measure and manage project quality and will help ensure that quality and cost-effective information technology services are being provided during the project. In the QA plan, objectives and guidelines are

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provided for project management, quality assurance, and risk assessment and management. Key project elements that will be monitored include variances to the project schedule; tasks starting and ending when expected; deliverables with content and quality level required; level of effort as planned; scope of software work products as planned; milestones being met when planned; costs as budgeted; risk management progress; issue and action item resolution; and measures to handle key project issues. The project manager and team will continuously monitor throughout the project progress as compared to task and deliverable milestones in the project development plan and the project work plan.

Key system-related performance measures, including transaction throughput volume and online transaction response time, will be measured and monitored during the project to ensure that performance specifications for the project are met.

Acquisition-of-Alternatives Analysis: Acquisition of alternates for this project dates back to FY 2002. During February 2002 the THECB published a Request for Information (RFI) with the intent of gathering information on possible solutions for migrating the current loan and grant mainframe-based applications and data to another platform, in addition to re-engineering the system. The seventeen respondents to the RFI varied widely in their proposed approach and cost estimates. The proposed estimated cost for the project ranged from $1.1 to $12.7 million, with the average proposed cost being $5.8 million. The solution proposed by the Applied Research Laboratories at The University of Texas Austin was priced well below the average proposed cost and was selected as the best alternative to pursue with the intention of entering into an interagency contract for required services. The plan to partner with ARL:UT was abandoned due to a lengthy delay in approval of FY 2003 funding for the project at the state level and ARL:UT's subsequent loss of key staff targeted for the project.

An RFO was issued and the contract for the development of the system awarded to Sierra Systems. Subsequently, this effort was set aside and after additional analysis, the agency has decided to purchase a COTS product from a different vendor. The agency does not have sufficient systems development staff available to totally support the migration project. The agency has decided to contract for a COTS Loan system to include ongoing support for the baseline system.

Cooperative-Project Area: This will be a cooperative project using agency and vendor staff for the required systems development services.

Milestones or Timelines: Revised Timeline:

June 2005 – Terminate existing contract with Sierra Systems for new system
August 2006 – Enter new contract with another vendor for a COTS Loan system
October 2006 – Base System Install
November 20, 2006 – Begin System Acceptance Testing
March - April 2007 – Execute Live Conversion On Site of Loan Data

50 IT Hardware - Software

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5005 ACQUISITN INFO RES TECH

50 IT Hardware - Software
370 Acquisition and Refresh of Hardware and Software

Project Description:

This project consolidates the following projects: - 046 – PC Hardware, 047 – Telecommunications, and 048 – Software into one more flexible project for FY08 and FY09. This capital budget project allows the agency to systematically replace obsolete and/or non-functional personal computer (PC) hardware. In addition, this project allows the agency to upgrade existing licensed software and procure new operating systems, application development, and database software. The ability to address agency software needs through this project has enabled consistency, improved security, and provided for a current and more easily supportable desktop and network infrastructure.

New business initiatives, processes and procedures, and advancing telecommunications capabilities require periodic replacement of existing agency PC hardware with more functional, faster, and larger capacity models.

The agency utilizes an Information Technology Replacement Plan to routinely replace PC hardware and associated peripherals based upon the following equipment life cycles:

- PC workstation – 4 years
- Notebook/Laptop – 3 years
- Personal Digital Assistant (PDA) – 2 years
- Printer – 5 years

This project supports growth and enhancement of agency local and wide area networks used for providing electronic government services and information to agency staff, other state agencies and institutions of higher education, and the general public. Included in this project are the necessary telecommunications hardware replacements and upgrades for supporting the agency's local area network (LAN), wide area network (WAN), and associated services such as e-mail, Internet, domain name, web, file, database, and other network resources.

Project Status:

This is an ongoing agency information resources technology project. A significant hardware and software initiative greatly enhances the agency’s ability to backup and recover critical data with procurement of enterprise class backup software.

Needs-analysis Summary:

Risks associated with the use of PC workstation hardware, such as unreliable hardware, unsupported operating system software, followed closely by incompatible equipment, are mitigated by an asset management program and planned replacement of obsolete systems.

Support requirements are also a factor in the needs analysis for this project. Equipment standardization has permitted the agency to maintain its PC workstations with minimal technical support staff.

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Security of agency information technology resources is a growing concern with ever increasing threats on every front. This project has given the agency some agility to deal with new software security needs on a tactical basis. The agency requires the ability to collect, maintain, and analyze data as it pertains to higher education. These activities cannot proceed in the absence of telecommunications, and LAN equipment. Agency staff requires the ability to communicate effectively with institutional and public contacts. Communication with the public and institutions must be supported in an expedient and secure manner. This project permits us to maintain and upgrade our capabilities in a flexible and timely manner.

The agency faces mandates to protect the confidentiality of data. FERPA and TAC requirements necessitate measures to protect information with advanced encryption and authentication techniques. The telecommunication project provides the means to achieve these mandated requirements.

Project Justification:

The agency and its staff are well served by this project with the availability of up-to-date and efficient PC workstation hardware and associated peripherals. This project provides cost- effective and efficient PC hardware for all agency state-funded programs and supports the state's higher education plan of closing the gaps in participation, success, excellence, and research in Texas higher education. In addition, the agency is able to address through this project ergonomic concerns as they arise with the purchase of compliant monitors and keyboards.

Agency and IR staff have the responsibility to ensure that all software used by the agency is properly licensed. Software used by the agency must be upgraded periodically for operational, support, and strategic purposes. The agency must have the ability to acquire software to provide for increasing information security needs on a timely basis.

This project permits the agency to routinely implement more functional, faster, and more reliable telecommunications equipment to provide better service to agency staff and constituents. This project also provides continued support for the agency's telecommuting program by operating Virtual Private Network (VPN) technology for remote connectivity. Scheduled upgrades of network components is a key factor in the effectiveness of the agency's network.

Outcome Measures:

Through the use of a standard life cycle for PC workstations and printers, the agency has a systematic plan for information technology replacements and also a tool with which to control IT replacement budgets.

The replacement cycle is consistent and driven by the agency's IT Replacement Plan. This consistency of replacement across the enterprise results in a standardized end user environment for all staff members.

Controls implemented in acquisition-based oversight direct these funds to areas that may not be funded in divisional operating budgets.

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The majority of software purchases are procured through DIR state contracts or competitive bids. Software acquired through this project is implemented and maintained by existing staff. Justification for individual software purchases is required and must be approved by the Director of Information Resources

This agency would not be able to effectively conduct business, and in some cases, not be able to conduct business at all without a responsive, reliable, and secure telecommunications network infrastructure. One metric used to evaluate the cost versus benefit of this project is the potential loss of staff productivity due to network outages. Agency staff time lost due to a network infrastructure outage is estimated to be approximately $6,500 per hour. The planned and scheduled upgrading of the telecommunications infrastructure helps mitigate the risk of staff productivity loss due to network infrastructure outages.

Output Measures:

A primary performance objective for this project is to deliver stable and maintainable PC hardware resources that meet staff needs and perform to expectations. A secondary objective is to manage the information technology inventory responsibly. The agency's inventory is audited on an annual basis with highly mobile information technology items inventoried on a semi-annual basis.

Obsolete equipment is promptly removed from inventory and disposed of in accordance with existing state statutes. Most obsolete equipment is recycled and used by school districts, charitable organizations, and correctional institutions across the state.

A software inventory is maintained to ensure that the correct numbers of software licenses are available to comply with end user license agreements. Annual software license audits are performed to ensure that the agency is in compliance with existing agreements and that the agency is not paying maintenance on outdated software titles.

Another objective of this project is to deliver and maintain a reliable and secure network infrastructure that effectively supports staff and constituents and provides for the acceptable delivery of mandated services. Bandwidth is continually monitored on the agency's LAN and Internet connections with automated tools. Periodic reviews are performed to assure that adequate bandwidth is available.

Acquisition-of-Alternatives Analysis:

Consideration was given to seat management alternatives for providing agency workstations. Proposals from several DIR seat management contract vendors were received and evaluated. Comparison of the cost of providing workstations through the existing procurement and support plan versus the seat management proposals indicate that the agency's current procurement plan is the most cost-effective solution.

Due to the capital funding nature of this project, large scale procurement of workstation resources through a lease arrangement could present problems should capital funding for this project be reduced or eliminated. While PC hardware that is purchased

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Project Number/Name
Type of Project **DESCRIPTION**

5005 ACQUISITN INFO RES TECH

50 IT Hardware - Software
370 Acquisition and Refresh of Hardware and Software

would remain in place in the absence of funding, leased resources would have to be returned at the end of the lease.

Agency staff perform detailed evaluation on a case-by-case basis to determine the most cost- effective method to purchase and license software products.

Currently, purchasing is the most cost-effective method for procuring the required telecommunications infrastructure for supporting agency telecommunications operations. Lease arrangements are considered in the purchase phase of individual telecom projects. With the long service cycle of these items and their infrastructure nature, lease terms have not proven to be cost-effective nor operationally favorable to date. Telecommunications components are selected on technical merit and interoperability with existing software. Standardization and observed high reliability are also factors used in determining acquisition alternatives. DIR state contracts or competitive bids using Certified Information Systems Vendors (CISV) are used for all information technology-related procurements.

Cooperative-Project Area: N/A

Milestones or Timelines: This is an ongoing information technology project, with milestones being reached as equipment or software is procured and installed or upgraded

51 Phone System
340 Telecom: VoIP / Telephony / Managed Services

Project Description: The current phone system software is at the end of its useful life. The phone system that will be purchased will include updated call center software, an update voicemail system with voice, FAX, and email integration, and a new Interactive Voice Response (IVR) system. The technology will include Voice over Internet Protocol (VoIP) which will allow the user to receive phone calls at their office or at their home or while traveling to any location that has an internet signal.

Project Status: This is a one-time purchase planned for FY08 and is an Exceptional Item Request.

Needs-analysis Summary: The current system software is being used as maximum capacity. The limits of its use prohibit the agency from advancing telephonic services to its customers and staff. The proposed system has a projected useful life of 20 years.

Project Justification: The agency is well served by the purchase of such a system that will allow it to provide expanded services to its customers and staff as required by the agency goal of Closing the Gaps.

Outcome Measures: This agency would not be able to effectively conduct business, and in some cases, not be able to conduct business at all without a responsive, reliable, and modern phone system. Failure of existing out dated software would cause a major disruption in agency services.

Agency code: 781 Agency name: **Higher Education Coordinating Board**

CATEGORY CODE/CATEGORY NAME
Project Number/Name
Type of Project **DESCRIPTION**

5005 ACQUISITN INFO RES TECH

51 Phone System
340 Telecom: VoIP / Telephony / Managed Services

Output Measures: N/A

Acquisition-of-Alternatives Analysis: A consultant will be hired to assist the agency in determining the components/equipment needed for a new VoIP phone system. This consultant will also advise the agency in what is best economically for the State to either purchase the new system or to lease the new system.

Cooperative-Project Area: N/A

Milestones or Timelines: This is a one-time purchase with an estimated completion date of August 31, 2008.

6000 DAILY OPERATIONS

1 Daily Operations
100 Daily Operations

Project Description: Daily Operations Overview - The goal of the agency's Information Resources infrastructure is to promote and support a robust array of technologically-based solutions which enable informed planning, foster creative leadership, and sustain the efficient and effective management of the state's higher education resources.

The agency's information resources daily operations infrastructure includes the following support functions:
• Operations - Network Operations, PC/Network Support, Network and Systems Security, Computer Operations, Data Entry and Data Control
• Systems Development – Mission-critical systems development and support
• Educational Data Center (EDC) – Institutions of higher education data collection, processing, and certification
• Educational Data Analysis Support Center (EDASC) – Higher education data analysis and reporting support, Information Access Initiative (IAI) project implementation, and support for the interagency Texas PK-16 Public Education Information Resource (TPEIR) project housed at TEA
• Web Services - Agency websites and web application development and support

There are currently 51 authorized FTEs in the Information Resources services area.

Data Center - The agency's data center is comprised of a Bull DPS 9000 mainframe computing system; a XEROX page printing system; various file, database, e-mail, web, domain servers; and the LAN and WAN infrastructure.

Contract Services -
• Offsite storage of data center media

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CATEGORY CODE/CATEGORY NAME
Project Number/Name
Type of Project **DESCRIPTION**

6000 DAILY OPERATIONS

1 Daily Operations
100 Daily Operations

- Short term hardware and software installation support services as required
- Onsite information technology training as required
- Disaster recovery services as required

Project Status:

Information Resources operational support is provided on an ongoing basis throughout the biennium in support of agency goals. Operational costs, scope, and schedules are routinely analyzed and revised to maximize the available human and financial resources.

Loss of Mainframe Disaster Recovery Site – In the past, mainframe disaster recovery services were provided through a no-cost, reciprocal services agreement with a federal defense organization in San Antonio. Use of the organization's facility is no longer an option due to the fact that they have phased out their mainframe computer operations center and cancelled the reciprocal services agreement. The loss of this disaster recovery site has substantially raised the level of risk associated with the loss of mainframe services due to a catastrophic event. An exceptional item has been requested in the Legislative Appropriations Request for FY 2006 and 2007 to facilitate implementation of a new mainframe disaster recovery strategy but not approved. In FY 2006, staff identified alternatives for establishing a Cold Site for the mainframe and server environments but funding is not available to contract for these services. If a site disaster were to occur, the agency would need to find short term funding for these services.

Mainframe Software Licensing and Support Contract Renewal – With expiration of the five-year, non-escalating mainframe operating system maintenance and support contract with Bull HN Information Systems, Inc., costs for these services will increase approximately 19.5% for FY 2005 and 5% for FY 2006 and 2007. This increase has been reflected in FY 2005, 2006 and 2007 operational costs. Plans for FY 2007 call for all mainframe licenses to be month-to-month based where possible to allow for mid-year phase out.

Needs-analysis Summary:

Information Resources daily operations is required to support the agency's information resources technology infrastructure and mission-critical systems servicing mandated activities such as required state reporting from the institutions of higher education and management of student loan and grants programs. The THECB is also responsible for providing information on higher education to state policy makers and citizens. In addition, the Texas Higher Education Plan of October 2000, entitled Closing the Gaps by 2015, outlines goals of ensuring an education population and workforce for the future. It documents strategies for a coordinated P-16+ effort to encourage students to participate and succeed as they transition from high school into colleges and universities. It notes the need for excellence in education programs and services within the higher education system, and encourages efforts for increasing the number of graduates in critical fields.

The agency's mainframe computer system continues to be critical to continued operation and servicing of the agency loan portfolios. Migration of all legacy applications from the mainframe system is underway and will be completed no later than August

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Project Number/Name
Type of Project **DESCRIPTION**

6000 DAILY OPERATIONS

1 Daily Operations
100 Daily Operations

31, 2007. Until this migration is complete, operation of the mainframe system will continue to be a requirement.

The agency had a reciprocal disaster recovery support services agreement with a San Antonio-based defense agency for disaster recovery testing and recovery purposes. Both agencies utilized the same type of mainframe computing equipment and the agreement served both agencies well, permitting convenient, no-cost testing of mainframe disaster recovery procedures. Unfortunately, this agreement is no longer in effect due to the fact that the defense agency phased out its mainframe computer operations at the facility. An exceptional item has been requested in the LAR for FY 2006 and 2007 to facilitate implementation of a new mainframe disaster recovery strategy.

Project Justification:

Information Resources Daily Operations is required to support the agency's information technology infrastructure and its mission-critical systems, which include the Higher Education Management Information System and Student Loan and Grant System. This infrastructure directly supports the Coordinating Board and its staff in carrying out the Board's mission, goals, and objectives as stated in the agency's strategic plan. The central purpose of the THECB is "…to provide leadership and coordination for the Texas higher education system, institutions and governing boards, to the end that the State of Texas may achieve excellence of its youth…" [TEC, § 61.002(a)]. Central to the provision of leadership and coordination is the acquisition and dissemination of information regarding performance of students and institutions, and analyses of data to determine best practices and efficient use of resources. TEC § 61.051(k) states "The Board shall establish and maintain a management information system that includes the presentation of uniform statistical information that is appropriate to planning, financing, and decision-making rather than regulation." Further, TEC § 61.076(a) establishes as policy that "…the entire system of education supported with public funds be coordinated to provide the citizens with efficient, effective, and high quality educational services and activities." From the 78th Legislature, TEC § 61.0902 instructs the Coordinating Board to publish specific performance data regarding the general academic teaching institutions.

Higher education stakeholders want and need comparative, longitudinal, high-quality information about students, institutions, and institutional performance that is easy to get and to use. There is a consistent desire among state policy makers to see better data about the relationship between student attributes and achievement in public schools with later success outcomes in higher education and then in employment in Texas. There is a need to observe and analyze the effects of statewide strategies and programs regarding participation, progression, and graduation.

This project allows the agency to address the major information needs detailed above by:
- Providing access to a broad range of data over longer time spans to support comparative and longitudinal analysis (by institution and statewide);
- Implementing data integration across agencies that can address requirements regarding the efficiency and effectiveness of the Texas public educational system;

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CATEGORY CODE/CATEGORY NAME
Project Number/Name
Type of Project **DESCRIPTION**

6000 DAILY OPERATIONS

1 Daily Operations
100 Daily Operations

- Supporting multiple means of access – online, formatted reports, downloadable into various formats;
- Reducing time to fulfill requests for data.

Outcome Measures:

This project directly supports the state's higher education plan to close the gaps in higher education in Texas. Achieving the goals of the state plan will result in under-represented students completing higher education enabling them to obtain higher paying jobs. In a report titled "The New Texas Challenge" published by Dr. Steve Murdock with the Texas State Data Center, analysis, based on the difference between the 2040 projection of maintaining current levels and a 2040 projection of closing the gaps, indicates that the mean household income would increase by $15,233 annually per household, an increase of approximately $317 billion. Along with the increase in income comes an increase in the amount of tax revenue of $21,642 million. The other side is also a decrease in the prison population of over 200,000 people amounting to a savings of $3.1 billion.

The project also supports the IT operational requirements of the state's student loan and grant programs. These programs enable citizens of the state of Texas, who would otherwise not be able to attend, to attend state higher education institutions.

Also supported through this project is the acquisition of replacement disaster recovery services for mainframe operations that will mitigate significant monetary risks for the agency and the state.

All proposed expenditures related to this project are reviewed by the Director of Information Resources, and other IR staff as required, to determine the most cost-effective and efficient approach to achieve the mission of Information Resources and the agency.

Output Measures:

Performance measures for the agency's most mission-critical application, the Student Loan and Grant System, are detailed in the Student Loan System Availability, Integrity, Maintainability, and Security (AIMS) Standards and Objectives. This document specifies information technology-related service level agreement measurements for loan and grant operations. Existing operational performance measures are currently being reviewed and revised and new performance measures will be implemented supporting all IR Strategic Plan objectives.

The basis for performance monitoring and measurement associated with systems development and maintenance activities is the agency's project quality assurance plan. This plan is used to measure and manage project quality and helps ensure that quality and cost-effective information technology services are being provided. In the QA plan, objectives and guidelines are provided for project management, quality assurance, and risk assessment and management. Key project elements that are monitored include variances to the project schedule; tasks starting and ending when expected; deliverables with content and quality level required; level of effort as planned; scope of software work products as planned; milestones being met when planned; costs as budgeted; risk management progress; issue and action item resolution; and measures to handle key project issues. The project manager and team continuously monitor project progress as compared to task and deliverable milestones in the project development and the project

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CATEGORY CODE/CATEGORY NAME
Project Number/Name
Type of Project **DESCRIPTION**

6000 DAILY OPERATIONS

1 Daily Operations
100 Daily Operations

work plans.

Acquisition-of-Alternatives Analysis: The agency is currently in the process of migrating all legacy applications from the mainframe computer system to a more cost-effective, contemporary, and automation needs-responsive information resources infrastructure environment. Through ongoing discussions with State Data Center operations staff and DIR staff, it has been determined that the SDC does not have the capability to provide the Bull mainframe services required to support the agency's mission-critical systems until the migration project has been completed and the mainframe is retired from service (see State Data Center section below).

Cooperative-Project Area: The THECB, TEA, and SBEC cooperatively support the Texas PK-16 Public Education Information Resource project housed at TEA, integrating higher education student and faculty data with PEIMS and educator certification data. A data exchange/matching agreement with TWC was recently renewed. The THECB Information Access Initiative (IAI) project supports these projects. The Texas State Data Center and Office of the State Demographer uses THECB data to prepare statewide demographic analyses.

Milestones or Timelines: Milestones and timelines associated with Daily Operations vary and are dependent upon specific schedules and requirements for the individual projects listed in this ITD, individual system processing and reporting requirements, and LBB performance measures related to the Information Resources area.

Agency code: **781** Agency name: **Higher Education Coordinating Board**

Category Code / Category Name *Project Sequence/Project Id / Name* OOE BY STRAT/ TOF / MOF CODE	Est 2006	Bud 2007	2008	2009
5005 Acquisition Information Resource Technology				
45/7 Data Center Consolidation Project				
OBJECTS OF EXPENSE				
1-1-2 CLOSE THE GAPS LOAN PROGRAM				
Capital				
2001 PROFESSIONAL FEES AND SERVICES	$0	$0	$266,959	$266,959
Capital Subtotal OOE, Strategy 1-1-2	$0	$0	$266,959	$266,959
Total OOE, Strategy 1-1-2	**$0**	**$0**	**$266,959**	**$266,959**
8-1-2 INFORMATION RESOURCES				
Capital				
2001 PROFESSIONAL FEES AND SERVICES	$0	$0	$1,073,969	$1,072,894
Capital Subtotal OOE, Strategy 8-1-2	$0	$0	$1,073,969	$1,072,894
Total OOE, Strategy 8-1-2	**$0**	**$0**	**$1,073,969**	**$1,072,894**
Total OOE, Project 45	**$0**	**$0**	**$1,340,928**	**$1,339,853**
TYPE OF FINANCING				
Capital				
CA 1 GENERAL REVENUE FUND	$0	$0	$470,942	$470,728
CA 555 FEDERAL FUNDS	$0	$0	$6,193	$6,192
CA 997 OTHER FUNDS	$0	$0	$863,793	$862,933
Capital Subtotal TOF	$0	$0	$1,340,928	$1,339,853
Informational				
CA 1 GENERAL REVENUE FUND	$0	$0	$0	$0
CA 888 EARNED FEDERAL FUNDS	$0	$0	$0	$0
CA 997 OTHER FUNDS	$0	$0	$0	$0
Informational Subtotal TOF	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**

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Category Code / Category Name *Project Sequence/Project Id / Name* OOE BY STRAT/ TOF / MOF CODE		Est 2006	Bud 2007	2008	2009
Total TOF, Project	45	**$0**	**$0**	**$1,340,928**	**$1,339,853**
46/3 PC Hardware Replacement Program and Upgrades					
OBJECTS OF EXPENSE					
8-1-2 INFORMATION RESOURCES					
Capital					
5000 CAPITAL EXPENDITURES		$0	$0	$0	$0
Capital Subtotal OOE, Strategy	8-1-2	$0	$0	$0	$0
Total OOE, Strategy	**8-1-2**	**$0**	**$0**	**$0**	**$0**
Total OOE, Project	46	**$0**	**$0**	**$0**	**$0**
TYPE OF FINANCING					
Capital					
CA 1 GENERAL REVENUE FUND		$0	$0	$0	$0
Capital Subtotal TOF		$0	$0	$0	$0
		$0	**$0**	**$0**	**$0**
Total TOF, Project	46	**$0**	**$0**	**$0**	**$0**
47/3 Telecommunications Hardware Acquisitions and Upgrades					
OBJECTS OF EXPENSE					
8-1-2 INFORMATION RESOURCES					
Capital					
5000 CAPITAL EXPENDITURES		$0	$0	$0	$0
Capital Subtotal OOE, Strategy	8-1-2	$0	$0	$0	$0
Total OOE, Strategy	**8-1-2**	**$0**	**$0**	**$0**	**$0**
Total OOE, Project	47	**$0**	**$0**	**$0**	**$0**
TYPE OF FINANCING					
Capital					
CA 1 GENERAL REVENUE FUND		$0	$0	$0	$0

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Category Code / Category Name
Project Sequence/Project Id / Name

OOE BY STRAT/ TOF / MOF CODE	Est 2006	Bud 2007	2008	2009
Capital Subtotal TOF	$0	$0	$0	$0
Informational				
CA 1 GENERAL REVENUE FUND	$0	$0	$0	$0
Informational Subtotal TOF	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**
Total TOF, Project 47	**$0**	**$0**	**$0**	**$0**
48/3 PC Software Licensing Acquisitions and Upgrades				
OBJECTS OF EXPENSE				
8-1-2 INFORMATION RESOURCES				
Capital				
5000 CAPITAL EXPENDITURES	$0	$0	$0	$0
Capital Subtotal OOE, Strategy 8-1-2	$0	$0	$0	$0
Total OOE, Strategy 8-1-2	**$0**	**$0**	**$0**	**$0**
Total OOE, Project 48	**$0**	**$0**	**$0**	**$0**
TYPE OF FINANCING				
Capital				
CA 1 GENERAL REVENUE FUND	$0	$0	$0	$0
Capital Subtotal TOF	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**
Total TOF, Project 48	**$0**	**$0**	**$0**	**$0**
49/1 Student Loan Mainframe Migration				
OBJECTS OF EXPENSE				
8-1-2 INFORMATION RESOURCES				
Capital				
5000 CAPITAL EXPENDITURES	$2,668,000	$264,044	$0	$0

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Category Code / Category Name *Project Sequence/Project Id / Name* OOE BY STRAT/ TOF / MOF CODE		Est 2006	Bud 2007	2008	2009
Capital Subtotal OOE, Strategy	8-1-2	$2,668,000	$264,044	$0	$0
Total OOE, Strategy	**8-1-2**	**$2,668,000**	**$264,044**	**$0**	**$0**
Total OOE, Project	49	**$2,668,000**	**$264,044**	**$0**	**$0**
TYPE OF FINANCING					
Capital					
CA 997 OTHER FUNDS		$2,668,000	$264,044	$0	$0
Capital Subtotal TOF		$2,668,000	$264,044	$0	$0
		$0	**$0**	**$0**	**$0**
Total TOF, Project	49	**$2,668,000**	**$264,044**	**$0**	**$0**
50/5 IT Hardware and Software Infrastructure Support					
OBJECTS OF EXPENSE					
8-1-2 INFORMATION RESOURCES					
Capital					
5000 CAPITAL EXPENDITURES		$0	$0	$193,637	$193,637
Capital Subtotal OOE, Strategy	8-1-2	$0	$0	$193,637	$193,637
Total OOE, Strategy	**8-1-2**	**$0**	**$0**	**$193,637**	**$193,637**
Total OOE, Project	50	**$0**	**$0**	**$193,637**	**$193,637**
TYPE OF FINANCING					
Capital					
CA 1 GENERAL REVENUE FUND		$0	$0	$193,637	$193,637
Capital Subtotal TOF		$0	$0	$193,637	$193,637
		$0	**$0**	**$0**	**$0**
Total TOF, Project	50	**$0**	**$0**	**$193,637**	**$193,637**
51/6 Agency Phone System					
OBJECTS OF EXPENSE					

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Category Code / Category Name *Project Sequence/Project Id / Name* OOE BY STRAT/ TOF / MOF CODE	Est 2006	Bud 2007	2008	2009
8-1-2 INFORMATION RESOURCES				
Capital				
5000 CAPITAL EXPENDITURES	$0	$0	$0	$0
Capital Subtotal OOE, Strategy 8-1-2	$0	$0	$0	$0
Total OOE, Strategy 8-1-2	**$0**	**$0**	**$0**	**$0**
Total OOE, Project 51	**$0**	**$0**	**$0**	**$0**
TYPE OF FINANCING				
Capital				
CA 1 GENERAL REVENUE FUND	$0	$0	$0	$0
CA 997 OTHER FUNDS	$0	$0	$0	$0
Capital Subtotal TOF	$0	$0	$0	$0
	$0	**$0**	**$0**	**$0**
Total TOF, Project 51	**$0**	**$0**	**$0**	**$0**
Capital Subtotal Category 5005	$2,668,000	$264,044	$1,534,565	$1,533,490
Informational Subtotal Category 5005	$0	$0	$0	$0
Total Category 5005	**$2,668,000**	**$264,044**	**$1,534,565**	**$1,533,490**
6000 Daily Operations				
1/0 Information Resources Daily Operations				
OBJECTS OF EXPENSE				
1-1-1 PROMOTE PARTICIPATION AND SUCCESS				
Informational				
2009 OTHER OPERATING EXPENSE	$67,053	$67,053	$43,457	$43,457
Informational Subtotal OOE, Strategy 1-1-1	$67,053	$67,053	$43,457	$43,457
Total OOE, Strategy 1-1-1	**$67,053**	**$67,053**	**$43,457**	**$43,457**
1-1-2 CLOSE THE GAPS LOAN PROGRAM				
Informational				

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Category Code / Category Name
Project Sequence/Project Id / Name

OOE BY STRAT/ TOF / MOF CODE	Est 2006	Bud 2007	2008	2009
2001 PROFESSIONAL FEES AND SERVICES	$156,422	$0	$0	$0
2007 RENT - MACHINE AND OTHER	$116,543	$116,543	$160,000	$160,000
2009 OTHER OPERATING EXPENSE	$47,974	$47,974	$47,974	$47,974
Informational Subtotal OOE, Strategy 1-1-2	$320,939	$164,517	$207,974	$207,974
Total OOE, Strategy 1-1-2	**$320,939**	**$164,517**	**$207,974**	**$207,974**
1-2-2 CLOSE THE GAPS IN RESEARCH				
Informational				
2009 OTHER OPERATING EXPENSE	$498	$498	$498	$498
Informational Subtotal OOE, Strategy 1-2-2	$498	$498	$498	$498
Total OOE, Strategy 1-2-2	**$498**	**$498**	**$498**	**$498**
1-3-1 CLOSE THE GAPS - PLANNING/INFO.				
Informational				
2007 RENT - MACHINE AND OTHER	$10,000	$10,000	$10,000	$10,000
Informational Subtotal OOE, Strategy 1-3-1	$10,000	$10,000	$10,000	$10,000
Total OOE, Strategy 1-3-1	**$10,000**	**$10,000**	**$10,000**	**$10,000**
6-1-2 TECHNICAL/VOCATIONAL PROGRAMS				
Informational				
2009 OTHER OPERATING EXPENSE	$1,424	$1,424	$1,424	$1,424
Informational Subtotal OOE, Strategy 6-1-2	$1,424	$1,424	$1,424	$1,424
Total OOE, Strategy 6-1-2	**$1,424**	**$1,424**	**$1,424**	**$1,424**
6-1-3 TEACHER QUALITY GRANTS PROGRAMS				
Informational				
2009 OTHER OPERATING EXPENSE	$479	$479	$479	$479
Informational Subtotal OOE, Strategy 6-1-3	$479	$479	$479	$479
Total OOE, Strategy 6-1-3	**$479**	**$479**	**$479**	**$479**
8-1-1 CENTRAL ADMINISTRATION				

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Category Code / Category Name
Project Sequence/Project Id / Name

OOE BY STRAT/ TOF / MOF CODE	Est 2006	Bud 2007	2008	2009
Informational				
2009 OTHER OPERATING EXPENSE	$19,803	$19,803	$19,803	$19,803
Informational Subtotal OOE, Strategy 8-1-1	$19,803	$19,803	$19,803	$19,803
Total OOE, Strategy 8-1-1	**$19,803**	**$19,803**	**$19,803**	**$19,803**
8-1-2 INFORMATION RESOURCES				
Informational				
1001 SALARIES AND WAGES	$2,511,852	$2,426,112	$1,566,174	$1,567,249
1002 OTHER PERSONNEL COSTS	$84,246	$85,372	$84,809	$84,809
2001 PROFESSIONAL FEES AND SERVICES	$30,000	$30,000	$0	$0
2003 CONSUMABLE SUPPLIES	$85,080	$85,080	$84,280	$84,280
2005 TRAVEL	$1,200	$1,200	$1,200	$1,200
2007 RENT - MACHINE AND OTHER	$520,149	$628,462	$574,306	$574,306
2009 OTHER OPERATING EXPENSE	$96,974	$94,418	$92,160	$92,160
Informational Subtotal OOE, Strategy 8-1-2	$3,329,501	$3,350,644	$2,402,929	$2,404,004
Total OOE, Strategy 8-1-2	**$3,329,501**	**$3,350,644**	**$2,402,929**	**$2,404,004**
8-1-3 OTHER SUPPORT SERVICES				
Informational				
2004 UTILITIES	$15,519	$15,519	$15,519	$15,519
Informational Subtotal OOE, Strategy 8-1-3	$15,519	$15,519	$15,519	$15,519
Total OOE, Strategy 8-1-3	**$15,519**	**$15,519**	**$15,519**	**$15,519**
Total OOE, Project 1	**$3,765,216**	**$3,629,937**	**$2,702,083**	**$2,703,158**
TYPE OF FINANCING				
Informational				
CA 1 GENERAL REVENUE FUND	$431,436	$1,021,842	$671,981	$671,984
CA 888 EARNED FEDERAL FUNDS	$438,018	$136,991	$133,570	$133,570
CA 997 OTHER FUNDS	$2,895,762	$2,471,104	$1,896,532	$1,897,604
Informational Subtotal TOF	$3,765,216	$3,629,937	$2,702,083	$2,703,158

Agency code: **781** Agency name: **Higher Education Coordinating Board**

Category Code / Category Name *Project Sequence/Project Id / Name* OOE BY STRAT/ TOF / MOF CODE	Est 2006	Bud 2007	2008	2009
	$0	**$0**	**$0**	**$0**
Total TOF, Project 1	**$3,765,216**	**$3,629,937**	**$2,702,083**	**$2,703,158**
Capital Subtotal Category 6000				
Informational Subtotal Category 6000	$3,765,216	$3,629,937	$2,702,083	$2,703,158
Total Category 6000	**$3,765,216**	**$3,629,937**	**$2,702,083**	**$2,703,158**
AGENCY TOTAL -CAPITAL	$2,668,000	$264,044	$1,534,565	$1,533,490
AGENCY TOTAL -INFORMATIONAL	$3,765,216	$3,629,937	$2,702,083	$2,703,158
AGENCY TOTAL	**$6,433,216**	**$3,893,981**	**$4,236,648**	**$4,236,648**
METHOD OF FINANCING				
Capital				
1 GENERAL REVENUE FUND	$0	$0	$664,579	$664,365
555 FEDERAL FUNDS	$0	$0	$6,193	$6,192
997 OTHER FUNDS	$2,668,000	$264,044	$863,793	$862,933
Total, Method of Financing-Capital	$2,668,000	$264,044	$1,534,565	$1,533,490
Informational				
1 GENERAL REVENUE FUND	$431,436	$1,021,842	$671,981	$671,984
888 EARNED FEDERAL FUNDS	$438,018	$136,991	$133,570	$133,570
997 OTHER FUNDS	$2,895,762	$2,471,104	$1,896,532	$1,897,604
Total, Method of Financing-Informational	$3,765,216	$3,629,937	$2,702,083	$2,703,158
Total, Method of Financing	**$6,433,216**	**$3,893,981**	**$4,236,648**	**$4,236,648**

Agency code: **781** Agency name: **Higher Education Coordinating Board**

Category Code / Category Name
Project Sequence/Project Id / Name

OOE BY STRAT/ TOF / MOF CODE	Est 2006	Bud 2007	2008	2009
TYPE OF FINANCING				
Capital				
CA CURRENT APPROPRIATIONS	$2,668,000	264,044	$1,534,565	$1,533,490
Total,Type of Financing-Capital	$2,668,000	$264,044	$1,534,565	$1,533,490
Informational				
CA CURRENT APPROPRIATIONS	$3,765,216	3,629,937	$2,702,083	$2,703,158
Total,Type of Financing-Informational	$3,765,216	$3,629,937	$2,702,083	$2,703,158
Total,Type of Financing	**$6,433,216**	**$3,893,981**	**$4,236,648**	**$4,236,648**