Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Goal 1: Student Population Aligned with the Academic Master Plan			
Objective 1.1: Increase the quality of each entering undergraduate class, while maintaining our commitment to ethnic and cultural diversity.			
Strategy 1.1.1: Use recruitment and outreach to generate a strong applicant pool.	ongoing	Applicant pool must reflect university priorities	Leadership in Academic and Student Affairs
Strategy 1.1.2: By identifying, in consultation with academic leaders, program strengths and impact, implement prospective student outreach efforts that will position the university for increased state-wide	ongoing	Identify program strengths	Leadership in Academic and Student Affairs
Objective 1.2: Increase the number and quality of graduate students and graduate programs.			
Strategy 1.2.1: Seek opportunities and invest in programs with promise	ongoing	Solicit opportunities from colleges and programs	Academic Affairs leadership
Strategy 1.2.2: Develop ways to support outstanding graduate students	ongoing	Explore opportunities for external funding as well as employer support	Academic Affairs leadership
Strategy 1.2.3: Encourage and reward graduate programs in focused recruiting efforts.	ongoing	Discuss options with deans	Academic Deans, Academic Affairs
Objective 1.3: Develop an admissions strategy to align each entering class with academic program targets developed by the colleges.			
Strategy 1.3.1: In consultation with faculty, review program capacities, prospects for growth, and workforce needs.	ongoing	Applicant pool must reflect university priorities	Leadership in Academic and Student Affairs, College Deans
Objective 1.4: Create a campus environment supportive of and welcoming to veterans			
Strategy 1.4.1: Provide alternative modes of receiving campus programs, academic, and student services responsive to the needs of veterans	2010-2011	Feasibility study and pilot	Academic Affairs, IT
Strategy 1.4.2: Explore further development of programs on military bases		Consider Engineering MS at Lancaster and Edwards AFB	Dean of Engineering, Academic Affairs
Strategy 1.4.3: Increase access for military veterans and develop a portfolio of services that addresses their needs	Fall 2011	Implement current plan	Leadership in Student Affairs

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Objective 1.5:Increase prospective student outreach startegies that will position the university for increased state-wide recognition			

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Goal 2: A Learning Organization Enhanced by a Culture of Evidence, Academic Excellence, and Scholarship			
Objective 2.1: Strengthen opportunities for student learning			
Strategy 2.1.1: Increase support for the development of undergraduate and graduate student scholars and researchers.	ongoing	Develop plan for raising additional funding via grants/benefactor	Academic Affairs and University Advancement
Strategy 2.1.2: Encourage multidisciplinary academic programs across departments and colleges.	2010-11	Develop overarching projects	Academic Affairs
Strategy 2.1.3: Increase opportunities for students to acquire hands on learning experiences.	2010-11 - ongoing	Create ad hoc faculty committee explore options	Colleges, Departments
Strategy 2.1.4: Facilitate and support learning communities focused on emerging common interests.	spring 2011	Faculty Center to develop programs	Faculty Affairs
Strategy 2.1.5: Support university-wide colloquia and forums, by increasing by 10% the use of outside speakers as well as local talent, attracting audiences across academic fields to encourage interactions.	2010-11	Promotion by Faculty Center & Deans Office	AA and College deans
Strategy 2.1.6: Develop and implement a plan for alternative modes of instruction (eg. online learning) that identifies and responds to faculty and student support needs.	ongoing	Conduct feasibility study	IT, Academic Affairs
Strategy 2.1.7: Establish student internship program in IT. Under the supervision of IT staff, interns identify and respond to faculty and student support needs.	2012-13	Assess current practices	IT
Strategy 2.1.8: Develop a program to involve students in formal testing of pilot systems with IT staff.	2010-11	Feasibility study	IT

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Objective 2.2: Continuously improve programs through assessment of student learning.			
Strategy 2.2.1: Develop and implement effective mechanisms for assessing student learning outcomes for curricular and co curricular programs.	ongoing 2010-14	Assess best practices	AA and College deans, department chairs, Student Affairs
Strategy 2.2.2: Develop and implement effective mechanisms for assessing teaching of instructors by their students and their peers	2011-12	Assess best practices; work with Academic Senate; URTPC	AA-Faculty Affairs
Strategy 2.2.3: Conduct comprehensive program reviews for two to four departments per year.	ongoing	Continue reviews	AA-Academic Programs
Strategy 2.2.4: Review quality improvement reports, including results of customer surveys, benchmarking, and measurement activities, and make changes based on assessment data.	ongoing	Institutional Research coordinate reporting. Assessment by unit.	AA-Institutional Research & Academic Resources
Strategy 2.2.5: Use assessment data to make resource and service decisions	ongoing	Institutionalize data use in decision-making	AA-Provost Staff
Strategy 2.2.6: Implement an on-campus web survey/assessment tool to support the assessment of student learning	2012	Feasiblity study	IT

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Objective 2.3: Improve infrastructure for learning and scholarship, including graduate studies.			
Strategy 2.3.1: Implement a program to provide ongoing assessment and implementation of learning space technology needs to support campus learning objectives.	2012	Implement program	IT
Strategy 2.3.2: Design and implement a plan for creating classrooms and other learning spaces and technology that support student engagement, learn by doing, and multiple ways of student learning throughout the disciplines.	ongoing	Classrooms and learning spaces that support student success	Leadership in Administrative Affairs/Facilities Planning
Strategy 2.3.3: Enhance library resources needed to support scholarship by 10%	ongoing	Develop funding opportunities	AA, Library, and University Advancement
Strategy 2.3.4: Assess the need to use distance learning to broaden the diversity of learning opportunities	2012	Feasibility study	IT and Academic Affairs
Strategy 2.3.5: Ensure continued progress on the Accessible Technology Initiative by providing annual updates to campus senior leadership.	ongoing	Implement current program	IT
Strategy 2.3.6: Support interdisciplinary collaborations in teaching.	ongoing	Faculty Center for Professional Development to develop initiatives	AA FCPD
Strategy 2.3.7: Annual assessements per CSU Asscessible Technology Initiative Status Report. Use status reports to identify changes needed.	ongoing	Implement current program	IT, Student Affairs

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Goal 3: Student Success through an Engaging Campus			
Objective 3.1: Facilitate students' progress toward degree.			
Strategy 3.1.1: Improve class availability	ongoing	Improve roadmaps and two year schedules	Academic Affairs
Strategy 3.1.1a: Develop and implement software to improve the enrollment management process.	Winter 2011	Udirect, Enrollment Dashboards	IR&AR, Student Affairs, IT
Strategy 3.1.1b: On an on-going basis, strengthen the curriculum to support the academic integrity of disciplines while providing students a clear path to graduation.	ongoing	Create more intentional major programs	Academic Affairs
Strategy 3.1.2: Improve advising and mentoring	ongoing	Investigate central advising center; HCM 9.0 upgrade	Academic Affairs, Student Affairs
Strategy 3.1.2a: Enhance early-start transition programs for targeted students the summer prior to their first term of enrollment.	Summer 2011	Early Start Program	Academic Programs
Strategy 3.1.2b: Develop ways to help students make informed choices about academic disciplines and majors early in their careers.	2011-2014	First Year Experience, Future Student Website	Academic Affairs, Student Affairs
Strategy 3.1.2c: Develop and implement an e-communication early warning system to let students know when they are starting to have academic difficulties.	Winter 2011	Study early warning predictors	Academic Affairs, Student Affairs, IT
Strategy 3.1.2d: Develop and implement solutions for students to track their individual academic paths to graduation.	Spring 2011	Udirect implementation	Academic Affairs, Student Affairs, IT
Strategy 3.1.3: Improve registration services	Fall 2011	Review current status	Enrollment Services
Strategy 3.1.3a: Develop and implement technical solutions to support improvements in the registration process.	Summer 2011	PeopleSoft HCM V9.0 Upgrade	Enrollment Services, IT
Strategy 3.1.3b Partner with community colleges to develop and implement an electronic transcript transfer process	ongoing	Implement CCTrains	Student Affairs, IT
Objective 3.2 Facilitate and support the student as learner, researcher, and peer mentor.			
Strategy 3.2.1: Develop multidisciplinary research programs, encouraging active and meaningful student involvement in them.	ongoing	UR Bronco	Academic Affairs Research
Strategy 3.2.2: Empower students to participate actively in defining the campus culture.	ongoing	Student Clubs, SDLI, ASI	Colleges, Student Life
Strategy 3.2.3: Create opportunities for exchange of ideas, including student participation in co-curricular activities.	ongoing	Establish e-portfolio system	Academic Affairs, Student Affairs, IT

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Objective 3.3 Enhance programs and services that contribute to student success.			
Strategy 3.3.1: Design and implement a means for identifying students who have not made connections and become engaged in university life.	2011-13	Reports from e-portfolio, assignments, etc.	Academic Affairs, Student Affairs
Strategy 3.3.2: Recognize and reward student scholarly, artistic, cultural, and athletic achievement through honors events and programs.	ongoing	Develop special events such as scholarship dinners and graduation	Academic Affairs, Student Affairs
Strategy 3.3.3: Establish a Bronco Pride Committee with members from all divisions to recognize existing traditions and create new ones.	2010-2015	Begin by forming task force to prepare recommendations	Student Affairs
Strategy 3.3.4: Design, develop, and fund state-of-the art physical facilities, athletic fields, and open spaces that enhance student life and support student health and success.	ongoing	Evaluate need for facilities	Student Affairs, Administrative Affairs, Advancement
Strategy 3.3.5: Work to balance faculty workloads and increase opportunities for faculty to live on or closer to campus to facilitate participation in academic student life activities.	2010-2014	Review faculty workload, increase RTP credit for engagement activities	Faculty Affairs, Advancement
Strategy 3.3.6: Extend on-campus student housing units to improve the quality of student life and support retention and graduation.	ongoing	Campus and housing master plans	Student Affairs, Administrative Affairs
Objective 3.4 Advance opportunities for a broad-based general education in the liberal arts.			
Stragey 3.4.1: Revise general education program	2010-12	Conduct comparative student of GE programs	Academic Affairs, Academic Senate

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability

Goal 4: Excellence in Our Faculty and Staff

Objective 4.1. Foster a campus culture that supports the development of our faculty as teacher scholars and rewards excellence in innovation in teaching, scholarship and its integration.

Strategy 4.1.1: Support innovations in and discussions of pedagogy: teaching and learning that occurs in the classroom, on line, and through fieldwork, community service learning, and supervisory courses.	ongoing	Learning communities, Symposium on Teaching	Faculty Center for Professional Development
Strategy 4.1.2: Support faculty in their role as teacher-scholars through mentoring and other assistance, such as enhancing opportunities and incentives for faculty engagement in research, scholarship and creative activity, including interdisciplinary collaborations.	ongoing 2011-12	PTS & RSCA, feasibility study; Fund formation of Interdisciplinary Centers & Institutes	AVP for Research
Strategy 4.1.3: Support and encourage academic collaborations with peer and research universities to expand learning, scholarship and creative activity opportunities for faculty and students.		Increase the number of departmental seminars	
Strategy 4.1.4: Encourage faculty collaboration with students in the context of learn-by-doing inquiry, discovery, professional practice and creative work.	ongoing	Publicize TS Model & encourage departments to add specific recognition to	UR-BRONCO & Deans
Strategy 4.1.5: Increase the number and proportion of tenure track faculty.	ongoing	Complete more TT faculty searches	Provost and Deans
Strategy 4.1.6: Address faculty workloads to balance quality instruction and scholarship.	2011	Student impact of 9 WTU teaching laod	Provost and Deans
Strategy 4.1.7: Increase incentives and support for faculty seeking external research funding.	ongoing	Increase number of training of staff in ORSP	AVP for Research
Strategy 4.1.8: Create and facilitate Faculty eLearning communities to explore and promote ways to use technology to enhance teaching and learning.	2010-11	Implement current program	IT, FCPD

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Objective 4.2. Strengthen staff skills and job satisfaction.			
Strategy 4.2.1: Involve staff in the collection of data to improve staff opportunities, effectiveness and morale.	ongoing		Leadership in Administrative Affairs
Strategy 4.2.2: Improve use of existing technology to track the need for and completion of all staff training.	ongoing	Enterprise Learning module	Leadership in Administrative Affairs
Strategy 4.2.3: Expand and enhance online employee self-service features.	ongoing	New user services in Bronco Direct	Leadership in Administrative Affairs
Strategy 4.2.4: Expand and enhance online administrative financial data.	ongoing	New user services in Dashboard	Leadership in Adminstrative Affairs
Objective 4.3 Emphasize shared goals, strengthen commonalities between, and improve cooperation among, faculty and staff, especially with respect to shared administrative duties.			
Strategy 4.3.1: Foster collaboration among academic and student affairs professionals in First-Year Experience, co-curricular programs and other learning activities.	2011-12		Deans, AVP for Academic Programs, Student Affairs
Objective 4.4 Provide opportunities for life-long learning and development for faculty and staff.			
Strategy 4.4.1: Provide technical solutions to support online professional development training for faculty and staff.	2010-11	Feasibility study	IT
Objective 4.5 Document accomplishments and achievements of faculty and staff and recognize and reward performance.			
Strategy 4.5.1: Provide annual showcase of successful uses of technology in teaching and learning.	ongoing	Implement current program	IT, AVP Academic Affairs
Strategy 4.5.2: Establish annual division self-assessment which includes the recognition of faculty and staff performance.	ongoing	Communication & self assessment	IT

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Goal 5: Engagement with the Geographic Region and Beyond			
Objective 5.1 Develop and implement community-based learning activities and events.			
Strategy 5.1.1: Continue to encourage and support community-based learning, including community service learning, community-based scholarship, and cooperative arrangements.	2010-11	Catalog current activities in CCSL and by colleges.	Center for Community-Service Learning
Strategy 5.1.2: Strengthen community learning centers as sites for applied learning for students and as opportunities for faculty scholarship and engagement; target 20% increase in use	2010-11	Catalog current activities in CCSL and by colleges.	Center for Community-Service Learning
Strategy 5.1.3: Develop cooperative arrangements and curricula compatible with local schools and internships in business, industry, and other community partners.	2011-12	Feasibility Study	Center for Community-Service Learning
Objective 5.2 Strengthen academic programs and produce high-quality campus activities that respond to the needs of the region.			
Strategy 5.2.1: Expand community access to continuing education opportunities, particularly for disadvantaged and non-traditional students and	ongoing	Catalog current activities and develop tracking mechanism.	College of the Extended University
Strategy 5.2.2: Increase the number and quality of involvement of program-based advisory boards.	2010-11	Catalog current activities and develop tracking mechanism.	Public Affairs and Leadership in Academic Affairs
Strategy 5.2.3: Increase community access to campus scholarly, artistic, cultural, and athletic events.	2010-11	Develop tracking mechanism for opportunities and attendance.	Leadership in Academic Affairs and Athletics

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Goal 6: A Diverse, Global Perspective			
Objective 6.1 Enhance understanding of the responsibilities of global citizenship and provide global learning and scholarship opportunities for students and faculty.			
Strategy 6.1.1: Increase the number of collaborations, exchange programs, and study abroad programs with domestic and international partners.	2011-12	Increase number of study abroad programs by 10%	Academic Affairs and International Center leadership
Strategy 6.1.2: Invite national and international scholars to engage with faculty, students, and staff to encourage exchange of ideas.	2011-12	Annually invite 30, then 50 scholars	College and department leadership
Strategy 6.1.3: Provide an internationalized web architecture.	2012	Architecture feasibility study	IT
Objective 6.2 Increase diversity among faculty, students, and staff while enhancing academic programs.			
Strategy 6.2.1: (As in Goal 1) Strengthen the academic profile of entering students while maintaining student access and diversity	ongoing	As in Goal 1	As in Goal 1
Strategy 6.2.2: Actively recruit and retain faculty, students, and staff from diverse domestic and international communities.	ongoing	Work to create a welcoming campus environment	Academic Affaris
Strategy 6.2.3: Develop guidelines and tutorials to assist search panels to achieve diverse applicant pools.	2010-12	New guideline to support diverse applicant pools	Administrative Affairs
Strategy 6.2.4: Support instruction focused on involving students in community-based learning and scholarship extending from our neighborhood to the world.	ongoing	Review current instruction techniques, compare to peer schools	Service-learning director, Academic Affairs leadership
Strategy 6.2.5: ATI participation in various campus orientations, fairs, symposiums, etc. including eLearning Institutes, Procurement, New Faculty Orientation, etc.	ongoing	Implement current program	IT, Student Affairs
Strategy 6.2.6: Develop program to offer one-on-one training and consultation with faculty and staff on improving the accessibility of their work.	ongoing	Implement current program	IT, Student Affairs
Strategy 6.2.7: Provide ATI website with access to accessibility information, educational materials and campus status.	ongoing	Migrate to eHelp	IT, Student Affairs
Objective 6.3 Develop self-determination and self-advocacy for students with disabilities.			
Strategy 6.3.1: Continue to reduce barriers to programs and activities for disabled students.	2010-12	Review status of current barriers and impediments	Disability Resource Center, Facilities, Student Affairs

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Strategy 6.3.2: Continually increase campus-wide education on disability and awareness of the needs of disabled students.	2010-12	Design & Implement Educational Program	Disability Resource Center
Strategy 6.3.3: Provide classroom accessibility lectures and demonstrations to relevant courses on accessibility of electronic content	ongoing	Implement current program	IT

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Goal 7: A Campus Preserved and Enhanced for Future Generations			
Objective 7.1 Implement the President's Climate Commitment envisioned in Cal Poly's Climate Action Plan to achieve carbon neutrality by 2030 and work towards meeting the Plan's benchmarks in the areas of transportation; facilities; energy supply; and agriculture, landscape, solid waste, and refrigerants.			
Strategy 7.1.1: Reduce carbon emissions associated with vehicle trips and miles traveled by reducing the commuting population of the student body and the number of commuting trips to campus and vehicle miles traveled by faculty, students, and staff.	ongoing	Develop comprehensive strategy to expand commuting	Administrative Affairs, AA, ASI, Student Affairs
Strategy 7.1.2: Increase the use of alternatives to single-occupancy vehicles for commuting to campus through aggressive carpool programs, strategies to increase mass transit use, and support for walking and bicycling.	ongoing	Develop additional incentives to reduce single vehicle use	Administrative Affairs, AA, ASI, Student Affairs
Strategy 7.1.3: Achieve zero emissions associated with university fleet operations and offset University air travel emissions.	ongoing	Purchase low or zero emession vehicles	Adminstrative Affairs
Strategy 7.1.4: Continually collaborate and cooperate with local transportation agencies to enhance existing and implement new means of transportation to and on campus.	ongoing	Reexamine strategies to optimize use of public transportation	Administrative Affairs, AA, ASI, Student Affairs
Strategy 7.1.5: Develop strategies and funding mechanisms to provide quality on-campus or nearby housing opportunities for students, faculty, and staff that meet the current and future needs of the Cal Poly Pomona community, including renovation of existing housing stock and addition of new facilities.	ongoing	Housing Master Plan	Foundation, Administrative Affairs, Student Affairs, AA, ASI
Strategy 7.1.6: Reduce the energy demand for existing campus buildings, construct new buildings to LEED (or equivalent) standards, ensure new equipment is energy efficient.	ongoing	Campus Master Plan, DSA Facility Programming and Planning Committees, Division & Housing Green Committees	Foundation, Administrative Affairs, Student Affairs
Strategy 7.1.7: Reduce electricity and natual gas consumption	ongoing	Continue coordination of energy conservation measures	Foundation, Administrative Affairs, Student Affairs
Strategy7.1.8: Reduce emissions associated with agriculture and landscape, increase carbon sequestration through landscape plantings, and attain zero emissions associated with the use of refrigerants.	ongoing	Solicit development of additional strategies	Colleges of Agriculture, Science, Engineering, ENV
Strategy 7.1.9: Reduce water consumption while increasing on-site water re-use, retention, and groundwater recharge, and assure new construction meets criteria for low-impact, water-conserving development.	ongoing	Solicit development of campus strategies	Admin. Affairs; Colleges of Agriculture, Science, Engineering, ENV

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Objective 7.2 Develop a common language and robust methodology, with appropriate support tools, for maximizing productivity and effectiveness in managing complex projects.			
Strategy 7.2.1: Identify electronic tools, resources and services that improve productivity and provide economies of scale.	ongoing	Requirements & feasibility study	IT
Strategy 7.2.2: Provide a comprehensive data warehouse with user-friendly dashboards to guide business decisions.	2009-2011	Develop a new framework and action plan	AA and IT
Objective 7.3 Embed principles of sustainability into curriculum; support research on appropriate technologies and energy conscious practices.			
Strategy 7.3.1: Develop sustainability principles appropriate for curriculum	Dec-10	Empanel ad hoc faculty committee to explore	AA, Senate
Strategy 7.3.2: Encourage energy-conscious research	ongoing	Prepare research guidelines	ORSP, colleges

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Goal 8: Financial Resources to Ensure Educational Excellence			
Objective 8.1 Develop and support methods to increase extra-mural support and giving			
Strategy 8.1.1: Implement a $150 million Comprehensive Campaign to be completed by June 2015, with annual intermediate financial targets.	Will enter public phase in Fall 2010	Complete 50 percent of goal	University Advancement
Strategy 8.1.1a: Acquire multiple gifts in excess of $10 million.	ongoing	Feasability study	University Advancement
Strategy 8.1.1b: Generate $75 million in endowment funds to support academic objectives including student scholarships and endowed	2015	Feasibility study	University Advancement
Strategy 8.1.1c: Generate $50 million for outstanding premier teaching facilities.	2015	Feasibility study	University Advancement
Strategy 8.1.1d: Generate $25 million to support specific campus programs that enhance student life and the academic mission, including Renaissance Scholars, Rose Parade Float, and veterans' initiatives.	2015	Feasibility study	University Advancement
Strategy 8.1.2: Create public-private partnerships that improve campus facilities and infrastructure.	2015	Feasibility study	University Advancement
	Summer 2010	Solar panel partnership with Amonix	Adminstrative Affairs and UAD
	Fall 2010	Solar panel partnership with Sun Edison	Administrative Affairs
Objective 8.2 Increase recognition - in the community and among our political leadership of the value of a Cal Poly Pomona education.			
Strategy 8.2.1: President continue to meet with local and state elected representative, advocate for funding	ongoing	Annual Mgmt Plans	President, Advancement
Objective 8.3 Lead a public relations and marketing campaign to elevate the identity of the university and support the Comprehensive Campaign.			
Strategy 8.3.1: Develop a broad-based advertising and marketing process before entering the external phase of the identity campaign in fall 2010.	ongoing	Campaign Comm. Plan	University Advancement
Strategy 8.3.2: Assess university communications to ensure targeted audiences are provided with strategic messages.	ongoing	Campaign Comm. Plan	University Advancement
Objective 8.4 Protect the information assets of the university.			

Goals, Strategic Objectives, and Strategies	Timeline	Action Item	Accountability
Strategy 8.4.1: Develop and implement campus-wide security and privacy policies, standards, and/or guidelines that ensure appropriate safeguards are in place to keep the IT systems and information assets of the University secure and as necessary to comply with regulatory requirements. Implement the tools necessary to support approved security policies, standards, and guidelines in subsequent years.	2012	Implement current information security program	IT
Strategy 8.4.2: Develop a campus-wide information security awareness program that informs and trains all faculty, staff, and students about the role they play in protecting the information assets of the university.	2012	Implement current information security program	IT
Strategy 8.4.3: Replace obsolete campus datacenter physical and environmental infrastructure to ensure the sustainability, proper protection and availability of information assets. Deploy new green technologies to drive operational cost savings and reduce our carbon footprint.	2012	Feasibility and ROI study	IT
Strategy 8.4.4: Implement a secondary datacenter to address business continuity needs and improve overall availability of services.	2011	Feasibility study	IT