Standard 8 • Physical and Technological Resources

The institution has sufficient and appropriate physical and technological resources necessary for the achievement of its purposes. It manages and maintains these resources in a manner to sustain and enhance the realization of institutional purposes.

Overview

Middlebury College and its affiliated programs take place at 41 different campus locations in 15 different countries. While all of our campus locations provide the physical and technological resources necessary to support a successful educational program, the majority of our campus locations – all sites for the C.V. Starr-Middlebury Schools Abroad and some sites for the Bread Loaf School of English and one for the Language Schools – are leased through other institutions and maintained by their host institution or other organization. In our partnership agreements with local universities, we specify that students at our Schools Abroad will have the same access to university facilities as local, degree-seeking students. The undergraduate program, Monterey Institute of International Studies, Language Schools held in Vermont, and the Bread Loaf School of English in Ripton, in contrast, have traditional campus locations that are owned, maintained and developed by Middlebury and the Monterey Institute; these campus locations are discussed more fully in this chapter.

The main campus of Middlebury College contains over 328 acres of land and over 150 buildings. The physical plant has undergone extensive expansion and renovation during the last decade; new buildings opened since 1999 include the McCardell Bicentennial Hall science center, Material Recovery Facility (recycling center), Fletcher Bubble (replacing the Fletcher Field House), Ross Commons/LaForce Hall dining and residential facility, the Davis Family Library, the Atwater dining hall, Atwater A&B residence halls, and the Axinn Center at Starr Library. Major renovations since 1999 include academic spaces (Chateau, and Hillcrest Environmental Center), residential and student spaces (Carr, Allen, and Proctor Halls, Meeker, Munford, and McCullough Student Center), athletic complex upgrades (Nelson/Pepin, men’s soccer and Alumni Stadium athletic fields), the counseling and health centers (Centeno), replacement of the Heating Plant’s #12 Boiler and the Biomass gasification plant. These projects, along with numerous other acquisitions and renovations, increased the total square footage of the main campus from 1,660,000 in 1999-2000 to 2,423,760 in 2009-10.

East of Middlebury, in the towns of Ripton and Hancock, are two additional College facilities. The Bread Loaf campus in Ripton serves as a summer campus for the Bread Loaf School of English and the Bread Loaf Writers’ Conference. In the spring and fall, the facility is also used to host guests during Commencement, Homecoming, Reunion, Fall Family Weekend, and other conferences or functions. The campus is comprised of 27 buildings totaling 112,000 square feet and includes a library, theatre, classrooms, dining, and several residential structures. During the winter, Bread Loaf is home to the Rikert Ski Touring Center with 42 kilometers of maintained cross-country skiing trails; Rikert is open for public skiing and hosts high school and collegiate skiing events. The Bread Loaf campus is surrounded by 2,100 acres of forest land containing 430
acres enrolled in sustainable forestry certification. The forest is also a natural laboratory for environmental research and field study.

East of the Bread Loaf campus is the Snow Bowl, an alpine ski area with three lifts and 17 trails. The Starr Shelter at the Snow Bowl received a major renovation in 2004, with updates to the mechanical systems, improvements in ADA access, the addition of fire protection, and increases in energy efficiency. Trail renovations have been ongoing, and the Worth Mountain chair lift was replaced in 2009. The facility is open to public skiing, hosts skiing events, and is well utilized by College students, faculty, staff, and their families.

The Monterey Institute campus is comprised of 17 mostly mixed-use buildings in the heart of Monterey, California. The Institute has no residence halls; students secure private housing in the area. The most recent new construction on campus was the Samson Student Center, which opened in 2001, and was one of the first buildings in the Monterey area to incorporate green building principles, including energy, water, and waste efficiency. After an extended period of deferred maintenance, the acquisition by Middlebury has infused new funding to support upgrades and renovations, including new roofs for several buildings and extensive technology upgrades.

Support for Infrastructure

Description
The College maintains a capital budget to renovate and improve existing buildings and construct new space as needed on its Vermont and California campuses. Contributions to the capital budget come from the operating budget, gifts, grants, and earnings from the endowment. The operating budget allocates 1.55% of the replacement value of the campus to this fund each year. The amount needed to maintain and improve the campus is based upon an analysis provided by an outside consultant in 2000. In recent years this amount was reduced due to financial conditions; however, the allocated amount is budgeted to increase in future years. The capital budget is reviewed by the Budget & Finance and Buildings & Grounds committees of the Board of Trustees. These committees review a 10-year plan looking at the long-term needs of the institution, and review and approve projects on an annual basis.

Each year a portion of the capital budget is allocated to annual renewal and replacement reserve (RRR) for campus spaces. This includes expected maintenance, such as roofing, flooring, painting, and masonry in addition to space changes and improvements. The most recent residence hall renovation, Forest Hall, includes the addition of an elevator and the renovation of 56 rooms to make much of the residence hall ADA accessible. Another portion of the annual RRR fund is allocated by the Space Committee, a group of administrative leaders representing all areas of College operations, for additional space improvements. A portion is also specifically allocated for the renovation of the Monterey Institute campus.

The annual capital equipment budget is funded through the operating budget. Requests are reviewed by the vice president for each area, with priority given to academic equipment. The majority of the capital budget consists of academic and technological resources. A regular
replacement schedule for college vehicles is also part of this budget to ensure their safe operation.

Appraisal
During the financial crisis of 2008, Middlebury decreased the amount allocated to capital projects. While this provided relief to the budget in a time of crisis, this decrease was only temporary. Funding for capital equipment and the renewal and replacement reserve is now budgeted at levels that support regular replacement of equipment and support for campus infrastructure.

Middlebury contracts with the advisory firm Sightlines to provide comparative facilities analyses and benchmarking data relative to ten peer institutions. Included in this analysis is a condition audit of the buildings and comparisons regarding levels and allocations of funding. Sightlines’ data indicate that 63% of usable space on the main campus has a renovation age of less than 25 years, compared to an average of 34% in our peer group. Despite the relatively young age of the campus, Middlebury falls in the middle of the peer group in terms of annual stewardship investment put back into buildings and infrastructure. However, Sightlines also finds that Middlebury’s renewal allocation is disbursed where the funding provides the greatest benefit: on infrastructure, building systems, and space renewal.

Middlebury’s custodial and landscaping staffs perform exceptionally well, despite a significant reduction in FTE through two early retirement programs and voluntary separation programs in 2009 and 2010. The department has worked hard to identify efficiencies and has reduced services. Compared to other institutions, these areas of the College are still well staffed.

Projection
- The vice president for administration and the director of facilities services will update the facility condition analysis to identify the appropriate allocation for the renewal and replacement reserve.

Spaces Support Mission

Description
Planning for each new or renovated facility begins with the development of a targeted program and needs assessment by senior administration and the planning, development, and construction team. Architects are normally appointed by the Buildings and Grounds committee of the Board of Trustees following a recommendation from the administration. For smaller projects (usually less than $5 million), the administration may make the appointment. Site selection is made by the Buildings and Grounds committee. The construction and total project costs will be within budget limitations established by both the Budget and Finance Committee and the Buildings and Grounds Committee. Projects are reviewed by the Master Plan Implementation Committee and comply with the College’s sustainable design guidelines. A member of the planning, development, and construction team and the assistant vice president for budget and financial planning monitor each project to completion.
Three of the largest construction projects recently completed on the Middlebury campus include McCardell Bicentennial Hall, the Davis Family Library, and the Axinn Center at Starr Library. McCardell Bicentennial Hall is home to the natural and physical science departments, the College Observatory, a research greenhouse, the Armstrong Science Library, and Science Technical Support Services. Completed in 2000 to commemorate the College’s bicentennial, the facility contains 220,000 square feet of research, teaching, and office space.

Residential facilities consist of residence halls within the Commons system (see Standard 6) for first-years and sophomores and a variety of types of living spaces for juniors and seniors. The College remains committed to improving these student spaces on campus and equalizing housing options for juniors and seniors. For example, in 2005 two new residence halls, Atwater A&B, were constructed along with a dining hall. In 2010, two former residence halls that were being used as administrative space were renovated and returned to residential use to accommodate an increase in the undergraduate student body.

The Bread Loaf campus provides a living and learning environment with its academic, residential, and co-curricular spaces. During the last 10 years there have been several renovations that have repaired or replaced building foundations, roofs, electrical, and mechanical systems, and introduced ADA improvements. Of the 11 classrooms, six have been upgraded with multimedia technology. A dedicated fiber optic line connects the main campus and Bread Loaf to improve broadband reliability and capacity. The College is currently adding wireless systems to most of the central buildings on the Bread Loaf campus to allow greater flexibility with teaching and information sharing.

Prior to acquisition, the Monterey campus had minimal support for the use of digital media in teaching. The campus has been upgrading classroom technology over the past several years, and now most classrooms have installed computer projection or flat panel displays, and wireless access. Additionally, several of the larger classrooms have been retro fitted with additional electrical outlets for laptop use. Classroom usage is evaluated periodically to determine whether classrooms continue to fit the current mission and programming needs. As a result of these reviews, Monterey Institute has recast four underutilized spaces into additional technology equipped classrooms.

Appraisal
Because the College completed extensive building projects on the Middlebury campus from 2000 through 2008, the focus for the near term is on the maintenance and renovation of existing space. The intent of these projects is to maintain facilities that meet the needs of the campus by following the stipulations of the campus master plan and the strategic plan, adapt to changes in the student population and technological advances, and to reduce the number of students living off campus. Any new construction projects will be funded by gifts, not by the issuance of debt. New building projects include an endowment fund to support operating costs.

Classroom space on the Middlebury campus is continually reviewed and upgraded. Each year funds are allocated to improve classroom spaces to support different pedagogical styles. The classroom utilization survey and course response forms provide information on how and when classrooms are used and help to identify what improvements or changes are needed. Although
classrooms on the Middlebury campus are well suited to the needs of the undergraduate program, the classroom needs of the summer Language Schools located in Vermont have not always been considered as systematically or consistently.

The Bread Loaf campus is a large, aging space that needs extensive renovation and upgrades to preserve its historic buildings. A building condition assessment report was completed in 2006, outlining the specific needs of each building and system. This report serves as a checklist for renovation planning and budgeting. As a result of this analysis, additional funds have been allocated for the next ten years specifically to address areas identified in the report. In addition, College Advancement will continue to provide fund-raising support specifically for the Bread Loaf campus and its programs.

Projection

- The vice president for Language Schools, Schools Abroad, and graduate programs will work with the dean of library and information services and chief information officer to identify classrooms on the Vermont campus that need technological improvements to support the mission of the summer programs.

Space Planning

Description

The College completed a comprehensive campus master plan for the Middlebury College campus in 2007. The campus master plan proposes careful, limited, internal building development, rather than continued outward expansion of the campus, but with significant restructuring of the landscape. The recommendations regarding the design and use of open spaces on campus are the most important element of the plan. These recommendations also focus on the enhancement of the campus’s contribution to regional ecosystems.

As part of Middlebury campus planning, design, and construction, the space manager annually solicits project requests from the campus community for maintenance and space projects that are funded via the annual renewal and replacement reserve fund. These requests are reviewed and approved by the Space Committee. The committee ensures that classroom renovations support changing pedagogical requirements by working with faculty to identify what types of spaces are needed. Projects are approved holistically, ensuring that decisions do not adversely impact another area of the College and that they are consistent with the strategic and master plans. Capital projects are approved at the board level by the Budget & Finance Committee and the Buildings & Grounds Committee.

The Monterey Institute completed a master plan in February 2000 that was approved by the City of Monterey. Unlike Middlebury’s master plan, this was developed as part of a City of Monterey process and essentially serves as the Institute’s license to operate within the city infrastructure. The primary issues at that time were parking, water resources, and the impact that a potential increase in the student, faculty, and staff population might have on the City of Monterey. The plan capped the Institute’s size at 1,200. Since the campus population has not reached that level, modifications to the plan have not been requested. A new campus master plan for the Monterey campus is scheduled to be developed in the next two years. The process for the solicitation and
consideration of space project requests at the Monterey Institute is analogous to the process at the Middlebury campus.

Appraisal
In 2005, the Office of Facilities Planning, which oversees planning, design, and construction, was consolidated with the Office of Facilities Services in order to improve communication and increase efficiency. This office now works closely with the Board of Trustees, the academic administration, faculty, the student affairs administration, the financial office, and the College’s construction managers. The consolidated office has enabled earlier and more consistent integration of both programmatic and financial considerations in the planning and construction of new and renovated space on campus. This office is also responsible for working with the town and state governments on permitting and other regulatory issues associated with the College’s building projects.

Even though there is ample space on campus, we have had issues with inefficient usage of space. To address this, the College reconfigured much of its scheduling functions. Classroom space is now scheduled by the Registrar’s Office, while campus events are managed by the Event Management Office. In this way, venues are more flexible and better utilized, and important events do not compete with one another.

A challenge we continue to face is the constantly changing need for different kinds of space, driven by changes in student enrollment, pedagogical and curricular evolution, and administrative restructuring. Administrative offices are frequently moved as a result, requiring changes in building design, including adding or removing walls or adding network capability, and causing work disruption. For example, the College Advancement staff has moved numerous times within and among several different buildings over the last two years. These moves have been precipitated by student needs and more cohesive working spaces, but the implementation of the plan was difficult for staff and expensive to execute.

Projection
- The chair of the Space Committee will create an office space master plan that outlines long-term plans for the locations of administrative offices. When renovating buildings, we will work to achieve infrastructure that may easily be adapted for different types of uses and increase energy efficiency.
- The president of Monterey will commission a master plan to guide the future development of campus facilities, including classrooms, offices, and other academic spaces.

Sustainability, Safety, and Accessibility

Description
Middlebury is a leader in environmental sustainability and is committed to building and maintaining the landscape to support these efforts. Sustainability is not only a foundational principle of the campus master plan, but is also addressed in each section of the plan, including infrastructure and landscape. The Monterey Institute has also pursued sustainability, with a focus on carbon reduction, waste reduction, and reduction of water consumption. Both Middlebury and
Monterey have conducted the Sustainability Tracking Assessment and Rating System (STARS) to identify environmental strengths and weaknesses, set benchmarks, and track improvements.

It is the policy of Middlebury College to provide a safe and healthy workplace in compliance with applicable federal and state regulations, and to maintain its facilities, practices, and procedures in accordance with current knowledge regarding safety. Employees are expected to perform their work in accordance with Vermont Occupational Safety and Health Administration (VOSHA) standards for general industry. The Facilities Services Department and the College’s Health and Safety Officer work to reduce or eliminate risks such as exposure to asbestos, lead paint, slip and fall injuries, and other occupational hazards. Specific safety provisions are also in place for staff, faculty, and students working in science laboratories with hazardous chemicals, animals, and unfixed animal tissue.

The safety and security of the campus population is aided by the strategic placement of emergency telephones and sufficient lighting. Emergency evacuation floor plans have been or will be posted in all public venues with a capacity greater than 50. Emergency phones that automatically connect to the Department of Public Safety are located at the entrance to large residence halls and at some of the academic buildings on the main campus. Smaller residence halls and houses, as well as all academic buildings, have public access phones that can be used to reach the police or College Public Safety. Both the emergency phones and the public access phones are located in easily accessible hallways and common areas of all buildings. Parking lots that are primarily used by students have emergency “blue light” phones that illuminate at night. Nearly all parking and pedestrian walkways are lit with pole mounted light fixtures. Each year the associate dean of the College and director of public safety conduct a walk through campus with students to identify any potential lighting issues that need to be addressed.

An enhanced system for gaining access to residence halls uses proximity cards (access cards), issued to authorized students, faculty, staff, and guests, in order to control access to buildings. The system electronically unlocks entrance doors when an active card with privileges for that building is presented to the card reader mounted beside the door.

Appraisal
Middlebury College and the Monterey Institute are committed to becoming carbon neutral by 2016. At the undergraduate college, this charge led to the construction of the biomass gasification facility, which decreased consumption of #6 oil by one million gallons and reduced CO₂ equivalents by nearly 40%. Not only did this new facility reduce the amount of carbon emitted by the College by 50%, but by using locally sourced wood chips rather than oil, it also diversified our energy sources, reduced costs, and helps us to support the local economy. We have also recently harvested wood chips from our own willow trees as a pilot project for a test burn in the gasification plant. Biomethane options are also currently being investigated to further reduce our carbon footprint. Additionally, we have installed solar hot water and photovoltaic panels on the Middlebury campus which are increasing energy efficiency.

The College has also implemented multiple strategies to support environmental design, landscaping and maintenance. These include:
• In 2008, the College adopted a new set of building design and construction guidelines based on LEED (Leadership in Energy & Environmental Design) standards containing additional requirements relevant to the Middlebury campus. The Franklin Environmental Center at Hillcrest was the first LEED Platinum building in Vermont and the second academic LEED Platinum building in the country under the most recent standards.
• New buildings have temperature controls in rooms to increase comfort and energy efficiency. Atwater residential halls use an innovative energy-saving natural cooling design rather than conventional air conditioning. Atwater dining hall’s green roof provides better storm water management than a traditional roof and provides habitat for insects and birds.
• The custodial staff and the sustainability integration office have worked together to phase out unhealthy cleaning products and chemicals.
• Test wells have been installed to monitor the runoff from an artificial turf athletic field to protect aquatic life and human health.
• All of the campus’s pre- and post-consumer food waste is composted near campus and the resulting product is used for landscaping needs across campus. Compost is also being used to replace chemical fertilizers on athletic fields. Over 60% of the College’s waste is diverted from the landfill.
• To reduce our use of pesticides on campus, we use an integrated pest management approach, which entails planting resistant species and limiting vectors for infestation and growth, monocultures and the introduction of pests. Chemicals are used only as a last resort.
• Approximately 40 acres of no-mow zones have been established on the 328-acre main campus to reduce fuel consumption, carbon emissions and staff labor. It also creates natural habitat zone on campus for pollinators studied by faculty and students.

The Monterey Institute has also implemented a variety of strategies to reduce its carbon footprint. The Institute has an active Sustainability Council that has worked to bring about many measures that bring the Institute closer to its goal of being a sustainable campus. These are described on the Institute’s website. For example:

• In the last three years, efforts to reduce carbon emissions have resulted in a drop in metric tons of carbon emissions from 3,398 to 2,540.
• A rainwater catchment system is now in place on the Institute’s main classroom building to capture and use rainwater in the Institute’s organic garden.
• New printers with print-release stations using up to 25% less electricity have been installed for student use. Students are able to see the environmental impact of their printing by logging into their PaperCut accounts, which gives an estimate of the trees, carbon and electricity used for their print jobs.

Middlebury is also committed to making campus facilities accessible, and supports the standards set forth in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, and similar state laws. However, ADA implementation is a challenge in both Middlebury and in Monterey due to the construction age of most of our buildings. Several studies were conducted from 2007-09 to identify accessibility issues, make recommendations for campus projects, and set barrier removal priorities. Each year the College allocates funds for
accessibility improvements and barrier removals through the annual renewal and replacement reserve. In addition, major renovations allocate at least 20% of the project budget toward ADA renovation improvements. There is significant accessibility work to be done at the Monterey Institute, and modifications are undertaken as buildings are renovated.

Projection

- The vice president for finance and treasurer and the vice president for administration will continue to allocate funds specifically for upgrading buildings to improve accessibility in FY12.

Technology

Description
There are over 2,100 computers on the Middlebury campus, 65 on the Bread Loaf campus, and 600 on the Monterey Institute campus. These computers are for classroom, faculty, and staff use and are replaced on a four-year cycle (this replacement cycle was just initiated at the Monterey Institute in fiscal year 2011), with some computers replaced more frequently as needs arise. Used computers are donated or recycled. Desk top printers that are deemed unnecessary are not being replaced. A student printing quota has been implemented to reduce paper and energy use. Computer usage policies are outlined in the technology policy in the College and Monterey Institute handbooks.

At the Monterey Institute, most of the classrooms have technology capability with either overhead projectors or flat panel LCDs and several of the classrooms have been retrofitted for additional electrical outlets for student laptop use during class. The campus is equipped with a wireless network and signal strength is generally excellent across most of the campus. There is one main public computer lab in the library for general public use and one 30-seat computer lab/classroom. The Digital Media Commons has Macs for doing multimedia work. There are four labs that have specialized equipment for translation and interpretation, as well as additional interpretation booths spread around campus. On the Middlebury campus, 95 of the 178 classrooms have technology capabilities. There are 143 computers located in classrooms and 119 located in public areas. There are also 34 computer labs specialized for support of specific departments. In addition to six multimedia classrooms, the Bread Loaf campus has nine computers in the library, and a small computer lab. Wireless coverage on campus is not universal but is increased each year.

Each summer, residential dorm rooms and lounges on the Middlebury campus are transformed into faculty offices and computer classrooms in support of the summer language programs. During this time an additional 114 computers are added to the infrastructure, each setup in their own respective language of Arabic, Chinese, French, German, Hebrew, Italian, Japanese, Portuguese, Russian, and Spanish.

In July 2010, the College began a $3 million network upgrade that will significantly improve the capabilities of both the wired and wireless network on the Middlebury campus. Data storage has been increased to provide more capacity for centralized storage of files. There are three data centers for redundancy.
The College’s main administrative system for all of its campuses is Banner, and a variety of groups help to monitor and enhance Banner functioning, including the Banner LEADS group, the Data Integrity Group, and the recently formed Banner/Web prioritization committee. In addition, the LIS Security Team analyzes security practices and makes recommendations for technological and policy changes to ensure that data and privacy are protected. Each major office on campus is assigned a technical lead to help ensure that Banner is appropriately integrated into the work of these offices. More broadly, separate committees of faculty and students (the Faculty and Student LIS Advisory Committees) advise LIS on a range of topics.

Each year a technology audit is provided by an independent auditor, PricewaterhouseCoopers. This audit is important for maintaining the security and integrity of our data systems. Every other year, LIS also participates in the MISO survey to allow technology users in the community to evaluate LIS technology services. LIS has also established a schedule of internal assessments of our major services to ensure that they regularly review the alignment of their services with the College’s mission. Beginning in 2011, the Monterey Institute will participate in the MISO survey on alternate years, providing equivalent assessment data for measuring its effectiveness and comparing performance with the Middlebury campus.

Appraisal
The ongoing integration of the Monterey Institute into our technology infrastructure, as well as the increased demand for technology services from all corners of the institution, have put stress on the College’s ability to deliver high-quality and timely service, to plan appropriately, and to put in place the appropriate security and change management controls. While we have adequate funding, staffing, governance structures, and regular mechanisms to assess how well our services are aligned with our institutional mission, the deployment of technology continues to be somewhat reactive. The need to design systems that support disparate campuses and disparate academic programs challenges us to find the right balance between meeting the specific needs of individual departments or programs and building a unified and cohesive technology system for the institution.

The Monterey Institute has experienced tremendous change in technological resources since the integration with Middlebury College. Previously, the campus operated with limited bandwidth, antiquated telephone and e-mail systems, minimal wireless access, and an administrative data system that was incapable of providing many of the self-service functions that institutions of higher education have come to expect. The State of Technology Report, issued in January 2010, describes the efforts since affiliation to build capacity for supporting an academic community, and provides detailed information on the ongoing technological needs of the Monterey Institute campus. The improvements have been great: by the end of this fiscal year, bandwidth will have been increased five-fold, a state of the art VoIP telephone system will have been installed, a new advising system is in place (Zocolo), an online alumni community implemented (iModules). In addition, the Institute has transitioned fully to the Middlebury administrative data system (Banner) and e-mail system (Exchange). LIS staff at Middlebury will continue to assist the Monterey Institute in upgrading and managing its wired and wireless networks. Many other services are shared, and the Monterey Institute now participates in Middlebury’s capital equipment planning and budgeting process and has instituted a replacement schedule for hardware.
While we have invested in robust technology systems and built in system redundancy, we do not yet have a fully-realized business continuity and disaster recovery plan in place. Our auditors have identified this as a risk to the College, especially given the increased reliance on our computer systems. LIS, in collaboration with key offices on campus, will in the coming months develop and implement this plan, which will include a schedule for regular testing.

**Projections**
- LIS leadership will work to integrate infrastructure and systems between Middlebury and the Monterey Institute wherever efficiency and institutional culture support this approach.
- In 2011-12, LIS will collaborate with other offices to initiate the development and implementation of a plan for technology continuity and information recovery in the event of a disaster.

**Institutional Effectiveness**

Middlebury College consists of numerous geographically diverse campuses, with complex and varied physical and technological infrastructures. Despite this complexity, the College has instituted numerous mechanisms for the planning and assessment of these physical and technological resources, including internal committees of the Board of Trustees, faculty, staff, and/or students, and the use of outside consultants. We have made significant strides toward environmental sustainability, and continue to work to build accessible campuses for our students. We continue to work to find ways to improve the efficiency, safety, and cost-effectiveness of technological services across our many programs and locations.