Demographics

The institution I am describing in this document is the Great White Way Library Consortia Office (GWWLC). It is an administrative office responsible for carrying out centralized IT support for several member libraries, as well as administering a centralized automation system and a centralized online website platform, and holding numerous continuing education opportunities face-to-face and online. The member libraries of the organization are mostly autonomous from the GWWLC, so this evaluation will only cover the specific workings of the GWWLC, not necessarily the already-mentioned tasks or the technology maturation at member libraries.

There are 10 full-time staff at the GWWLC office. The technology skill level of the staff ranges from intermediate to extremely advanced. A large part of the organization's mission and focus deals both directly and indirectly with technology in much of its work. As a result, 6 of the 10 staff are directly involved with the various technology platforms administered, supported and used by the organization and its members.

Most staff members use laptop computers connected to external monitors, there is an instruction lab in the building for workshops, mobile projectors are available in the building, and video conferencing equipment is available for remote meetings. There are at least 20 computers in the building at any given time. A technology toy box that includes eReaders, Tablets, and other small gadgets is available for staff and member library demos.

Email is typically accessed through the web browser through a Google Apps domain. Documents and calendars are created and shared through the Google Docs and Calendars apps of Google Apps. Some desktop software is still utilized by the organization for desktop publishing purposes.

Website creation and development takes place online through the open-source WordPress platform. The automation system is hosted off-site and is accessed online, using the open-source software Koha. Online meetings and online continuing education classes take place through the Blackboard Collaborate online software.

The building is fully wired for computers and a VOIP phone system in every room. Wireless is available throughout the building. A dedicated Internet line is available for the video conferencing system, and the rest of the building uses a 20-MB fiber connection.

This document will next provide an evaluation of the GWWLC technology maturity, based on the Technology Maturity Model. A summary of the overall place of the organization will appear at the end of this document. In a couple of cases the benchmarks aren't applicable at all, because my organization is not fully an educational institution, but I have tried in most places to make the benchmarks work.

Administrative Filter
Overall, the organization is at the integrated stage of technology maturity in the administrative filter. Some of the planning isn't as fully matured as it could be, nor is all the administration information readily available. Yet, the policy and budget areas are fully mature at the intelligent stage. Each subcategory is explored below with specific examples.

Policy
In the policy category, the GWWLC rates at the intelligent stage for both the behavioral and

resource/infrastructure types. Technology use policy is formalized and supported by all levels of the organization and policy exists and has been approved by the GWWLC's governing board. A technology use plan is developed as part of the organization's strategic plan every three years and adopted by the board. It is implemented and overseen by the organization technology staff.

Planning
In the planning category, the GWWLC rates at the islands stage for both the behavioral and resource/infrastructure types. Formal planning does take place as part of the strategic plan, but isn't always incorporated across the organization and is relegated to specific projects. The plan is available and is gradually implemented, but only as it is applicable. It is not ever evaluated.

Budget
In the budget category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. A four-replacement cycle is in place for computing equipment. Budgeting effecting technology is a big part of the organization's budget, due in large part to the large automation platform the organization administers.

Administrative Information
In the administrative information category, the GWWLC rates at the integrated stage for the behavioral type and at the emergent stage resource/infrastructure type. Administrative systems for support are online and are utilized by the technology staff. However, other staff tend to still use the phone or a piece of paper to report problems. Problems from member libraries come in via the phone, email, or instant message. The support systems in place are only available to technology staff at this time.

Curricular Filter

Overall, the organization is at the intelligent stage of technology maturity in the curricular filter. For the applicable subcategories for the organization, it is at the intelligent stage. Each subcategory is explored below with specific examples.

Electronic Information
In the electronic information category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. Staff heavily utilize electronic resources throughout each day and they are always available. Online platform usage make up a large portion of staff work, including Email, Interlibrary Loan, Circulation and Cataloging systems, Website, and Communication platforms.

Assessment
The assessment category is not applicable to the GWWLC at this time, as it is not involved in assessment or evaluation.

Curricular Integration
In the curricular category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. In all areas of staff work, technology and related resources are available and are accessed through online systems and a local file server.

Teacher Use
In the teacher use category, the GWWLC rates at the intelligent stage for both the behavioral

and resource/infrastructure types. Staff's work isn't possible without technology. In fact many of the staff positions wouldn't exist without technology, including the technology specialist, technology librarian, technology consultant, and the network administrator. All staff in the organization have access to the necessary technology for their work area. If it's not available, a solution can almost always be found by technology staff.

Student Use
The student use category is not applicable to the GWWLC at this time, as it is not involved with students, especially in relation to this evaluation.

Support Filter
Overall, the organization is at the integrated stage of technology maturity in the support filter. In this filter, the organization is at different stages for each category, which averages out to the integrated stage. Each subcategory is explored below with specific examples.

Stakeholder Involvement
In the stakeholder involvement category, the GWWLC rates at the islands stage for both the behavioral and resource/infrastructure types. Some of stakeholders of the organization (the internal staff, the member libraries staff, the governing board, and the patrons of the member libraries) are involved in the planning and implementation procedure and process. The staff are always involved, but rarely are the other stakeholders involved. The governing board approves big decisions, but a lot of discretion is generally left up to the system director.

Administrative Support
In the administrative support category, the GWWLC rates at the intelligent stage for the behavioral type and at the integrated stage for the resource/infrastructure type. Administration is involved in the planning, practice and implementation of technology but not much time and support is given to the planning and implementation process. Formal time only happens as it can be fit into the schedule.

Training
In the training category, the GWWLC rates at the integrated stage for both the behavioral and resource/infrastructure types. Most staff participate in training activities and discussions and on-going training is shared electronically and in-person throughout the organization. Many staff seek additional training on their own, but typically only when it's necessary at that moment. The experts are the same people in the organization (typically two of the technology staff) and do not include all of the staff.

Technical/Infrastructure Support
In the technical/infrastructure category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. When it comes to asking for support, all the staff utilize formal and informal methods to access support. This happens via phone, email, chat, and stopping by offices in person. Full-time personnel is almost always available to answer all technical support needs.

Connectivity Filter
Overall, the organization is at the intelligent stage of technology maturity in the connectivity filter. Sophisticated networks and communication systems are present and are heavily used by all staff. Internet access and usage is an integral part of every staff member's work. Some staff perform 80-90 percent of their work through the Internet each day. Each subcategory is

explored below with specific examples.

Local Area Networking (LAN)
In the local area networking (LAN) category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. Staff utilizes a sophisticated network to video chat and conference, as well as share large amounts of data without an effect on the network speed. Wired and wireless connections are available in the building.

District Area Networking (WAN)
In the district area networking (WAN) category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. A 20-MB fiber connection is available for the wired and wireless building connections. A separate wired, dedicated connection is available for video conferencing. Staff utilize all these networks, as do building visitors during events. Online meetings are easily streamed over the wireless network without any lag in connectivity access.

Internet Access
In the Internet access category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. The staff heavily uses the Internet for data access and download, video chat, and audio communications. Direct Internet access through a fiber network connection is available at all times in the building.

Communication Systems
In the communication systems category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. Email, instant messaging, and other online communication systems are an integral part of the organization's daily work. Email addresses for projects, email listservs, and individual email addresses are utilized by all staff.

Innovation Filter
Overall, the organization is at the integrated stage of technology maturity in the innovation filter. The organization is quick to adopt new technology, innovations and tools. However, not all the staff will use new technology quickly or at all. Most staff will discover, explore, and use new technology, but not all will. At the same time comprehensive technology is readily available. Each subcategory is explored below with specific examples.

New Technologies
In the new technologies category, the GWWLC rates at the integrated stage for both the behavioral and resource/infrastructure types. New technology is widely adopted by some of the staff but not all. The technology staff is tasked to always be researching new technology developments, solutions, and applications. They are the ones most likely to quickly adopt a tool, site, or software. Other staff will sometimes follow or won't follow at all. New technology exploration is welcome by the organization.

Comprehensive Technologies
In the comprehensive technologies category, the GWWLC rates at the intelligent stage for both the behavioral and resource/infrastructure types. All types of technology are available throughout the organization and are widely and regularly used. Video conferencing, instant messaging, online document sharing, online file storage, online platforms, online web development, tablet computing, advanced computing devices, and many other technologies are used in the organization.

Final Summary

The GWWLC rates at the intelligent stage of the categories for many of these benchmarks. However, it also falls into the islands and integrated stages of several other categories. With that said, I find that the GWWLC rates at the integrated stage overall in the technology maturity model. Looking at the overall filter ratings, the organization falls into the integrated stage for the administrative, support, and innovation filters. It falls into the intelligent stage for the curricular and connectivity filters. Based on the law of averages, it is easy to place the organization in the integrated stage overall. However, there is much more to this. The organization is definitely innovative with high connectivity, comprehensive technology, and integration of technology into all the staff's work. The organization doesn't always involve all the stakeholders at all the levels of planning and implementation. Formal planning and implementation tends to go by the wayside. The entire organization doesn't always buy into new technologies. Support is great, but the systems for that support aren't always fully accessible to everyone. There is always room for improvement, and even at the intelligent level of technology maturity (the highest in this model), there is always room for growth. These benchmarks provide a way for the organization to continue to grow.