

# **Information Technology Strategic Plan 2020-2022**

DRAFT

Leveraging technology to achieve a more flexible and  
robust educational environment

## Executive Summary

The purpose of the Information Technology Strategic Plan is to leverage information technology to advance the mission of the College, to help achieve the goals identified in the College Strategic Plan and to shape the future direction for information technology to achieve a more flexible and robust educational environment. The Technology Plan is a result of a compilation of research on IT and higher education trends, discussions with the Technology Council and overall vision of the College as a whole. The Plan will provide direction and set IT priorities for the next three years.

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### Vision

The vision of the Information Technology Strategic Plan is to leverage technology and information resources to support an adaptable learning/teaching environment and enhance efficient business operations.

The Technology Plan consists of five overarching goals:

Goals	Objectives
1. Advance the academic mission of the University through innovative and effective technologies, resources and services	1.1 Leverage technologies and information resources for recruitment and retention efforts and to support student services  1.2 Provide technology infrastructure and support for research and creative activities  1.3 Provide technology systems and services to enhance student learning and foster innovation in curriculum deployment
2. Maintain and enhance the IT infrastructure to ensure secure and reliable support for College operations	2.1 Maximize staff potential to foster innovation and excellence  2.2 Ensure a strong IT workforce capable of achieving the information technology goals of the College

	<p>2.3 Maintain and enhance proactive infrastructure security initiatives</p> <p>2.4 Strengthen end user knowledge in information security best practices</p>
3. Advance efficient business and operational processes through implementation of information technology	<p>3.1 Support, upgrade and enhance current business processes, tools and administrative systems</p> <p>3.2 Evaluate existing operations and processes in order to implement new technologies to improve operational efficiency</p>
4. Provide technologies to enhance communications	<p>4.1 Leverage existing tools and technologies to provide effective and consistent content delivery</p> <p>4.2 Support implementation of new technologies to improve communications for all College constituent groups</p>
5. Focus on creating a more flexible technology infrastructure to support a dynamic and mobile learning environment	<p>5.1 Maintain and support existing College Wireless network</p> <p>5.2 Evaluate and implement new technologies to improve technology flexibility in teaching and learning</p> <p>5.3 Leverage existing and implement new technology to maximize efficient use of limited physical classroom space</p>

# Goals, Objectives and Key Strategies

**Goal 1:** Advance the academic mission of the University through innovative and effective technologies, resources and services

***Objective 1.1:*** Leverage technologies and information resources for recruitment and retention efforts and to support student services

**Key Strategies:**

- Optimize the effectiveness of the Helpdesk ticketing system to improve communication and engagement with faculty and staff
- Utilize Web Chatting to enhance student, faculty and staff technology support services
- Investigate and implement technological solutions to foster communication and interaction between students, administrative offices and faculty

***Objective 1.2:*** Provide technology infrastructure and support for research and creative activities

**Key Strategies:**

- Create a segregated Research Network to foster flexible technology work for faculty and students without the restraints of the College's main secured network infrastructure
- Provide responsive support and innovative technical solutions to meet the needs of faculty and academic departments

**Goal 2:** Maintain and enhance the IT infrastructure to ensure secure and reliable support for College operations

***Objective 2.1:*** Maximize staff potential to foster innovation and excellence

**Key Strategies:**

- Continue cross-training between related areas of technology departments
- Provide technical and leadership professional development opportunities for IT employees
- Provide flexibility in scheduling and projects to allow staff time to work with innovative technologies

**Objective 2.2:** Ensure a strong IT workforce capable of achieving the information technology goals of the College

**Key Strategies:**

- Recruit, develop and retain a strong permanent staff
- Establish cases for new employee positions focused on the strategic needs of the College

**Objective 2.3:** Maintain and enhance proactive infrastructure security initiatives in order to provide a secure computing environment

**Key Strategies:**

- Develop an information security framework based on accepted best practices and CUNY security standards, in order to mitigate and manage cyber-security threats
- Implement and maintain hardware and software essential for institutional information security
- Develop an information security framework based on accepted best practices and CUNY security standards, in order to mitigate and manage cyber-security threats
- Enhance and periodically test the IT disaster recovery plan

**Objective 2.4:** Strengthen end user knowledge in information security best practices

**Key Strategies:**

- Educate the campus community about information security risks through training and presentations
- Continue to deploy information security awareness communications through e-mail and College website

**Goal 3:** Advance efficient business and operational processes through implementation of information technology

**Objective 3.1:** Support, upgrade and enhance current business processes, tools and administrative systems

**Key Strategies:**

- Provide ongoing support for existing administrative processes and business systems
- Enhance interfaces between administrative systems to optimize efficiency and ensure the integrity of shared data
- Enhance on distribution of and access to data and analytical tools to support administrative decision making and compliance

**Objective 3.2:** Evaluate existing operations and processes in order to implement new technologies to improve operational efficiency

**Key Strategies:**

- Identify and streamline workflow bottlenecks and automate business processes to improve business efficiency

**Goal 4:** Provide technologies to enhance communications

**Objective 4.1:** Leverage existing tools and technologies to provide effective and consistent content delivery

**Key Strategies:**

- Utilize the newly redesigned College website to enhance communication and provide greater resources to faculty, staff and students
- Enhance wireless network backbone to promote wireless communications
- Establish communication processes utilizing campus E-mail to provide efficient and effective content to students

**Objective 4.2:** Support implementation of new technologies to improve communications for all College constituent groups

**Key Strategies:**

- Migrate to a more effective network and E-mail architecture to enhance communications and administrative functionality
- Implement a web content management system to enable efficient and accurate update of College website content
- Implement reliable and robust Voice Over IP architecture to enable unified communication and establish a strong architecture to further video conferencing and distance learning

**Goal 5:** Focus on creating a more flexible technology infrastructure to support a dynamic and mobile learning environment

**Objective 5.1:** Maintain and support existing College Wireless Network

**Key Strategies:**

- Upgrade existing wireless controllers to ensure latest devices and software for wireless architecture
- Increase Access Points and necessary licenses comparable to usage growth

**Objective 5.2:** Evaluate and implement new technologies to improve technology flexibility in teaching and learning

**Key Strategies:**

- Upgrade existing wireless controllers to ensure latest devices and software for wireless architecture
- Increase Access Points and necessary licenses comparable to usage growth
- Implement solutions to enable flexible instruction as it relates to maximizing efficient use of College facilities and computer resources

**Objective 5.3:** Leverage existing and implement new technology to maximize efficient use of limited physical classroom space

**Key Strategies:**

- Upgrade existing wireless controllers to ensure latest devices and software for wireless architecture
- Increase Access Points and necessary licenses comparable to usage growth