



Information Technology Strategic Plan 2024-2028



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Executive Summary

The purpose of the Information Technology Strategic Plan is to outline a roadmap for leveraging 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 key stakeholders including academic and administrative departments, 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.

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

Our Vision and Values

Vision

The vision of the Information Technology Strategic Plan is to leverage technology and information resources to support an adaptable learning, teaching and work environment.

Values

We value our staff and the people we serve. The following core values guide us as we serve the City Tech community:

Service –We strive to provide excellent service by being consistent, agile, reliable and accessible to all.

Communication – We leverage open communications and thoughtful business processes to be accountable in our interactions and our work.

Collaboration – We are dedicated to a constructive, team-oriented environment, gathering varied perspectives, sharing knowledge and building effective partnerships with key stakeholders.

Continuous improvement – We strive for operational excellence through the on-going development of the staff and the organization as whole.

Innovation – We encourage creative and critical thinking in the development of technology services and solutions.

Process

The IT strategic planning is rooted in the College's overall Strategic Plan and is updated every three years to reflect evolving technologies and changes to the College's vision. The Technology Plan is a result of a compilation of research on IT and higher education trends, discussions with key stakeholders including academic and administrative departments, discussions with the College Technology Council and other business stakeholders. Goals and priorities are extracted from common themes identified by the College's Strategic Plan as well as Middle States Accreditation Self Study process.

The Plan will provide direction and set IT priorities for the next three years.

Guiding Principles

The IT Strategic Plan is rooted in the following five core guiding principles.

1. Teaching and Learning
2. Security
3. Infrastructure
4. Efficiency and automation
5. Communication and User experience

IT Strategic Goals

Using feedback from our campus community, our values and the five guiding principles, the Strategic Plan focuses on seven overarching goals with objectives and key action steps in order to achieve the objectives.

1. Maintain and enhance the IT infrastructure to ensure secure and reliable support for College operations.

2. Advance efficient business and operational processes through implementation of information technology

3. Provide technologies to enhance communications

4. Focus on creating a more flexible technology infrastructure to support a dynamic and hybrid learning & work environment

5. Creation of innovative learning and working spaces equipped with intelligent technology to foster collaboration, creativity and empower students, faculty and staff success

6. Enhance the effectiveness and efficiency of funds such as Capital and Technology Fee, in supporting the College's IT mission and goals

7. Improve campus-wide accessible technology resources through breaking down technological barriers and empowering students with disabilities to thrive

Goals, Objectives and Key Strategies

Goals	Objectives
1. Maintain and enhance the IT infrastructure to ensure secure and reliable support for College operations	<p>1.1 Upgrade and maintain campus network infrastructure</p> <p>1.2 Maximize staff potential to foster innovation and excellence</p> <p>1.3 Ensure a strong IT workforce capable of achieving the information technology goals of the College</p> <p>1.4 Strengthen campus Cyber Security resiliency and minimize Cyber security risk</p>
2. Advance efficient business and operational processes through implementation of information technology	<p>2.1 Support, upgrade and enhance current business processes, tools and administrative systems</p> <p>2.2 Establish business automation and efficiencies through use of modern industry technologies as well as in-house development of applications.</p>
3. Provide technologies to enhance communications	<p>3.1 Leverage existing University and College tools and technologies to provide effective and consistent content delivery</p> <p>3.2 Redesign and deploy existing College Website to resonate with the future-centric perspective and unique needs of the Alpha generation</p> <p>3.3 Establish integrations with disparate communication systems and unified digital platforms, aimed at streamlining communication, enhancing workflow, and maximizing organizational efficiency.</p> <p>3.4 Establish more unified governance structures and streamlined policies</p>
4. Focus on creating a more flexible technology infrastructure to support a dynamic and hybrid learning & work environment	<p>4.1 Expand existing College Wireless network to support BYOD for learning and work</p> <p>4.2 Evaluate and implement new technologies to improve technology flexibility in teaching and learning</p>

	<p>4.3 Leverage existing and implement new technology to maximize efficient use of limited physical classroom space</p> <p>4.4 Establish classrooms capable of Hyflex instruction and learning</p> <p>4.5 Establish robust conferencing spaces to promote hybrid meetings and enhanced conferencing capabilities</p>
<p>5. Creation of innovative learning and working spaces equipped with intelligent technology to foster collaboration, creativity and empower students, faculty and staff success</p>	<p>5.1 Integrate technology seamlessly into the physical environment to enhance campus experience</p> <p>5.2 Create flexible learning studios: reconfigurable spaces equipped with movable furniture, interactive displays and collaborative tools like digital whiteboards, for group projects, workshops and presentations.</p> <p>5.3 Create Innovation hubs: dedicated zones with cutting-edge technologies like 3D printers and other prototyping equipment for research and learning</p> <p>5.4 Immersive collaboration pods: Soundproof enclosures with AV capabilities fostering remote learning</p> <p>5.5 Open outdoor spaces: outdoor spaces equipped with technology, charging stations, comfortable seating, transforming learning beyond the confines of traditional classrooms.</p>
<p>6. Enhance the effectiveness and efficiency of funds such as Capital and Technology Fee, in supporting the College's IT mission and goals</p>	<p>6.1 Identify current challenges such as misalignment of fee allocations with core priorities and strategic objectives, inefficient utilization or incomplete/inaccurate data gaps</p> <p>6.2 Identify mechanisms for procurement improvements through bulk purchases or consolidation of resources when applicable</p>

<p>7. Improve campus-wide accessible technology resources through breaking down technological barriers and empowering students with disabilities to thrive</p>	<p>7.1 Conduct an accessibility audit of existing technology infrastructure and software. Assess gaps in existing technology</p> <p>7.2 Equip classrooms and learning spaces with assistive technologies like screen readers, captioning devices and adaptive furniture</p> <p>7.3 Improve communication modalities like website and digital signage for accessibility</p> <p>7.4 Improve awareness, develop and implement relevant campus procedures and policies, and advocate for accessible technology campus-wide</p>
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Goal 1

Maintain and enhance the IT infrastructure to ensure secure and reliable support for College operations

Objective 1.1: Upgrade and maintain campus network infrastructure

Key Strategies:

- Upgrade outdated campus switches and networking environment for maximum security, bandwidth and scalability
- Continue to upgrade campus Wireless network to support latest technology and maximum Campus coverage
- Improve Network Access control implementation and assess cost-saving possibilities
- Continue to upgrade campus endpoints such as desktops and other peripherals
- Implement Print management solutions to administer and manage campus printing capabilities to ensure efficiency, security and environmental sustainability
- Upgrade campus Ethernet network wiring
- Minimize Datacenter footprint

Objective 1.2: 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
- Assess current Helpdesk Windows for providing improved Helpdesk services to both Students and Employees, for better user experience and maximum customer service
- Improve the Namm 901 facilities to maximize space utilization and provide for better working environment
- Revamp and redesign Media Services space to maximize space utilization, provide for better working environment and build departmental seating groups for

Objective 1.3: 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 1.4: Strengthen campus Cyber Security resiliency and minimize Cyber security risk

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
- Enhance and periodically test the IT disaster recovery plan
- Build awareness and training forums for improved end user resiliency and risk mitigation

Goal 2

Advance efficient business and operational processes through implementation of information technology

Objective 2.1: 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 2.2: Establish business automation and efficiencies through use of modern industry technologies as well as in-house development of applications

Key Strategies:

- Identify and streamline workflow bottlenecks and automate business processes to improve business efficiency
- Continue to leverage in-house application development to automate processes and systems through API integrations.
- Enhance workflow and maximize organizational efficiency using ServiceNow via API and configuration
- Explore possibilities of utilizing ServiceNow and existing system to improve operational efficiencies for other College-wide departments

Goal 3

Provide technologies to enhance communications

Objective 3.1: Leverage existing tools and technologies to provide effective and consistent content delivery

Key Strategies:

- Assess and analyze use of current communications modalities
- Establish communication processes utilizing campus E-mail to provide efficient and effective content to students

Objective 3.2: Redesign and deploy existing College website to resonate with the future-centric perspective and unique needs of the Alpha generation

Key Strategies:

- Identify new framework and platform for website
- Seek external assistance to establish a redesign and College branding
- Assess integration capabilities with other University and College communication platforms

Objective 3.3: Establish integrations with disparate communication systems and unified digital platforms, aimed at streamlining communication.

Key Strategies:

- Identify systems currently being used for different types of communications: e.g. Navigate, Campaign, Presence, etc. Establish usage, function and potential consolidation if applicable
- Expand College-wide Digital signage system
- Establish integrations of Digital Signage and other important communication modalities and communication content

Objective 3.4: Establish more unified governance structures and streamlined policies

Key Strategies:

- Establish workflow and policies/procedures for content publication, approval and creations for website, digital signage and email

Goal 4:

Focus on creating a more flexible technology infrastructure to support a dynamic and hybrid learning & work environment

Objective 4.1: Expand existing College Wireless network to support BYOD for learning and work

Key Strategies:

- Add additional Wireless Access points in network dark zones
- Upgrade older WAPs to latest protocols
- Establish a more flexible guest/event wireless process

Objective 4.2: Evaluate and implement new technologies to improve technology flexibility in teaching, learning and hybrid work

Key Strategies:

- Research and improve knowledge of the M365 platform and available functionality
- Establish training and awareness for College faculty and staff in more effective use of M365 platform
- Upgrade, disseminate, and improve faculty/staff desktop computing capabilities – establish flexible desktops through use of laptops, hubs and displays to allow for remote and on-prem work seamlessly

Objective 4.3: Leverage existing and implement new technology to maximize efficient use of limited physical classroom space

Key Strategies:

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Objective 4.4: Establish classrooms capable of Hyflex instruction and learning.

Key Strategies:

- Install digital displays and robust audio and video capabilities for use with conferencing software like Zoom and Teams in all classrooms – to foster both in-person and synchronous remote instruction/learning simultaneously
- Establish instructor computers to be used easily
- Ensure help and documentation is available in all classrooms
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Objective 4.5: Establish robust conferencing spaces to promote hybrid meetings and enhanced conferencing capabilities

Key Strategies:

- Upgrade all conference spaces on campus with improved audio, video and conferencing capabilities
- Provide training and awareness to conference owners in technology usage for maximum functionality

Goal 5

Creation of innovative learning and working spaces equipped with intelligent technology to foster collaboration, creativity and empower students, faculty and staff success

Objective 5.1: Integrate technology seamlessly into the physical environment to enhance campus experience

Key Strategies:

- Allow charging and power capabilities in often-used spaces by students
- Add digital signage and improved technology-capable furniture
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Objective 5.2: Create flexible learning studios: Reconfigure spaces equipped with movable furniture, interactive displays and collaborative tools like digital whiteboards, for group projects, workshops and presentation

Key Strategies:

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Objective 5.3: Create Innovation hubs: dedicated zones with cutting-edge technologies like 3D printers and other prototyping equipment for research and learning

Key Strategies:

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Objective 5.4: Immersive collaboration pods: Soundproof enclosures with AV capabilities fostering remote learning

Key Strategies:

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Objective 5.5: Open outdoor spaces: outdoor spaces equipped with technology, charging stations, comfortable seating, transforming learning beyond the confines of traditional classrooms

Key Strategies:

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Goal 6:

Enhance the effectiveness and efficiency of funds such as Capital and Technology Fee, in supporting the College's IT mission and goals

Objective 6.1: Identify current challenges such as misalignment of fee allocations with core priorities and strategic objectives, inefficient utilization or incomplete/inaccurate data gaps

Key Strategies:

Objective 6.2: Identify mechanisms for procurement improvements through bulk purchases or consolidation of resources when applicable

Key Strategies:

Goal 7

Improve campus-wide accessible technology resources through breaking down technological barriers and empowering students with disabilities to thrive

Objective 7.1: Conduct an accessibility audit of existing technology infrastructure and software. Assess gaps in existing technology

Key Strategies:

Objective 7.2: Equip classrooms and learning spaces with assistive technologies like screen readers, captioning devices and adaptive furniture

Key Strategies:

Objective 7.3: Improve communication modalities like website and digital signage for accessibility

Key Strategies:

Objective 7.4: Improve awareness, develop and implement relevant campus procedures and policies, and advocate for accessible technology campus-wide

Key Strategies:

- Provide training on creation of accessible PDFs and other documents