NYIT
Information Technology Strategic Plan
2010-2015

March 2010
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<td>March 23, 2010</td>
<td>Ajisa Dervisevic / Niyazi Bodur</td>
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3. Approvals

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<tr>
<td>Edward Guiliano</td>
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<td>Approved on March 23, 2010</td>
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4. Executive Summary

In April 2008 the Office of Information Technology and Infrastructure initiated the next NYIT Information Technology Strategic Plan for 2010-2015. The time was opportune from many respects. The previous plan cycle has come to an end; there have been significant changes in information technology philosophy, vision, and direction; there have been significant changes in NYIT as it relates to its global footprint, vision, and values; most importantly, NYIT had completed its long term strategic plan: NYIT 2030. Based on all of these a new IT strategic plan which is prepared by full participation from the whole NYIT community would enable IT to support NYIT in achieving its vision, values, and goals of the NYIT 2030.

Office of the Information Technology and Infrastructure in collaboration with the Educational Technology Committee of the Academic Senate solicited input from the whole community and appointed an Information Technology Strategic Planning Steering Committee. This committee had representation from worldwide constituencies of NYIT. The committee established the mission and vision for information technology as well as the planning process.

**Vision:** Information Technology positions NYIT as a leader meeting the challenges of a global and virtual educational community through the use of innovative solutions and strategic alliances with a commitment to excellence.

**Mission:** To provide an integrated information technology environment that advances the core missions of the NYIT as well as the operational processes that support these missions.

Where appropriate, IT will seek to implement solutions that are innovative, integrative and supportive to evolving university goals, demands and expectations. IT will provide information technology resources to enhance, support and foster teaching, learning, research, administration, service, communications, and outreach.

Seven specific areas are identified as critical areas which will have a large and strategic impact on the future of information technology. At the same time these areas of focus would provide the most opportunities for significant impact on information technology accomplishing its mission. As a result, a separate Task Force was created for each area. These were:

1. Global Ubiquitous Access, Collaborative Environments, and Cybersecurity
2. eLearning: LMS and More
3. University Systems: ERP, Data Warehouse, Portal, etc.
4. Communications: Web Site, Network, Telecom and More
5. User Support Services
6. IT Governance
7. User/Community Survey
The task forces contributed to the preparation of a large scale survey which is administered by User/Community Survey Task Force. There was excellent participation in the survey from all cross sections of the NYIT community. The results of the survey were one of the primary inputs into the analysis of the current state and into the future state planning.

The current state assessment was also informed by expert input from the task forces, select interviews, and a charrette of many participants. The final output was a SWOT analysis.

Armed by the survey results and the SWOT analysis, the task forces and the Steering Committee started a collaborative planning process which culminated in a second charrette session. The Planning Group compiled and summarized all the input, which became the IT Strategic Plan 2010-2015.

The strategic plan identified nine goals with one or more initiatives in support of the goals. Those goals and initiatives will be completed during the period 2010-2015. Those are:

1. Enhance Collaboration Tools
2. Provide a Full Suite of eLearning Solutions
3. Provide an Effective Student Information System
4. Provide and Effective Administrative Information System
5. Improve Enterprise Data Analysis and Reporting
6. Improve All NYIT Web Sites and Support
7. Improve IT Infrastructure and Access
8. Improve User Support Services
9. Improve IT Governance

The major themes these goals encompass are improving the global infrastructure and access, establishing and enabling a superior collaborative environment and tools, upgrading to a state-of-the-art eLearning environment, constantly improving the transactional systems, establishing and improving an enterprise analysis and reporting environment, updating all the web sites, improving levels of service, and establishing a participatory IT governance.

The IT Strategic Plan presents a strategic context and framework for maintaining a robust, secure and continually upgraded information technology infrastructure, applications, tools, and services to address the needs of the University. In turn, they enhance the student experience, simplify collaborations and communication, and empower the campus community. The plan provides direction for accomplishing current and future IT objectives and goals. The plan forms the basis for the campus-wide allocation of resources for information technology.

We face the challenge of providing equally robust IT services on all our campuses, especially in our global campuses. We also need to develop a much closer working relationship with our partners in order for this part of the partnership to be successful.

Another important theme emerged during the process of preparing this plan. It became obvious that certain current business processes were sub-optimal. It will be desirable to work
with the business community to develop improvements and solutions using technology. This would lead to collaboration with the community to provide advancements otherwise not possible.

As the strategic plan goes in effect, specific implementation plans for each of the initiatives will be developed. IT will work with the relevant leadership and constituencies to make sure that the implementation plans are developed collaboratively and are congruent with the IT Strategic Plan and NYIT 2030.

The goals include expected outcomes and key performance indicators. Those will become the backbone of the ongoing assessment of each of the goals and the plan itself. The plan will be assessed on a formal basis annually to allow for any required course corrections and corrections due to changing conditions and requirements.
5. IT Contact Information

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6. IT Vision and Mission

6.1. Vision and Mission

The vision and mission statements for Information Technology support the vision and mission of New York Institute of Technology 2030 plan.

6.1.1. IT Vision

Information Technology positions NYIT as a leader meeting the challenges of a global and virtual educational community through the use of innovative solutions and strategic alliances with a commitment to excellence.

6.1.2. IT Mission

To provide an integrated information technology environment that advances the core missions of the NYIT as well as the operational processes that support these missions.

Where appropriate, IT will seek to implement solutions that are innovative, integrative and supportive to evolving university goals, demands and expectations. IT will provide information technology resources to enhance, support and foster teaching, learning, research, administration, service, communications, and outreach.

6.1.3. IT Guiding Principles

NYIT values technology that provides:

1. Global access to information and educational resources
2. Intuitive systems structured to the needs of users
3. Tools that enable and enhance service
4. An entrepreneurial environment that fosters innovation
5. Integrated systems that are scalable, reliable, and conform to appropriate standards
6. Security supporting data stewardship
7. A relevant connection to the careers and industries we serve
8. A means for training and support
9. Solutions that support quality
10. Partnerships with other high-tech organizations
11. Support for applied research
12. Increased visibility and recognition of NYIT as a leader
13. Support academic and administrative objective including assessment
7. Planning Process

7.1. Planning Process Structure

In April 2008 an Information Technology Strategic Planning Steering Committee was formed within the auspices of Educational Technology Committee of the Academic Senate. Our planning process has been a highly collaborative effort involving faculty, students, staff, executive sponsors, university leadership, academic units, and administrative units. These constituents participated through Steering Committee, Task Forces, Focus Groups, interviews, surveys, and a charrette. Responsibility for overseeing the project rested with the executive sponsor, stakeholders and the core project planning team. Appendix A lists ITSP Steering Committee, Task Force and Focus Group committee members.

Seven task forces were formed under the IT Strategic Planning Steering Committee:

7.1.1. Task Force 1: Global Ubiquitous Access, Collaborative Environments, and Cybersecurity

This task force addressed how to enhance the information technology infrastructure to provide the university community with improved secure, seamless, timely and global access to information, as well as how to enhance the enterprise infrastructure to be more user-oriented and cooperative, and how to increase campus awareness of security issues, practices, professional ethics and responsibility.


This task force addressed how to successfully meet the eLearning needs of our students, faculty, and others. It reviewed how to improve our instructional technology support and resources to the academic community, including the review and recommendation on the hardware and software platform. Reviewed existing eLearning policy, make suggestions on revising and initiating new eLearning policies, procedures and guidelines to assure that NYIT can provide quality education competitive with peer institutions that meets the needs of its growing learner population, as well as further its reputation as an innovator in the global higher education.

7.1.3. Task Force 3: University Systems: ERP, Data Warehouse, Portal, etc.

This task force addressed not only our ERPs: Oracle and Datatel but also Data Warehouse, Portal and other systems. We are in the first phase of implementation of data warehouse which will maximize the use of currently available university data for reporting and planning purposes. The portal, which was implemented in winter 2008,
provides customized, targeted, and personalized access to all kinds of information to all NYIT constituencies.

7.1.4. Task Force 4: Communications: Web Site, Network, Telecom and More

This task force covered the infrastructure as these resources provide the technology platform for our systems. How to enhance the university wide information technology infrastructure of people, processes, policies and technologies to make it more accessible, dependable, secure, flexible and scalable to meet the teaching, learning, research, and organizational needs of NYIT. This task force reviewed and provided recommendations for all NYIT communications, including Web site, network and telecom.

7.1.5. Task Force 5: User Support Services

This task force covered all user support issues. Currently, our support model and offering is rather limited. This task force reviewed all support possibilities and made recommendations for a new model.

7.1.6. Task Force 6: IT Governance

We currently have a multi-tiered IT governance model at NYIT. This task force needed to review and clarify central and distributed IT roles, positions and services to reduce confusion and duplicated services where possible and to improve understanding among the university community of where to access needed services. It also reviewed the current IT governance structure and recommended any needed improvements.

7.1.7. Task Force 7: User/Community Survey

This task force served as the central User and Community survey unit for this effort. All task forces forwarded their questions and input to this User/Community Survey task force. In turn, they compiled, organized, and finalized the survey; and then distributed it to the NYIT community. We wanted a high level task force that will filter and manage this process. This assured that the process is uniform, straightforward, unintrusive, non-duplicitious. Finally, it afforded us a good understanding of the changing IT needs of our consistencies.

7.2. Planning Process

Each of these task forces include an expert staff member who coordinated the activities of the task force, supplied required data/information and provided technical support. Other members of the task forces were identified by the steering committee members.

Background information was used by Strategic Planning Steering Committee for its review. By sifting through that information, the Committee was able to develop a sound
basis to continue their work. After existing information has been gathered, we developed a survey questionnaire that was sent to all NYIT community including faculty, students and staff at local and global campuses. After the IT surveys were received back from our faculty, staff and students, Task Force 7 proceeded with the personal interviews with the NYIT top management including the President, selected VPs, all deans, selected faculty members, selected heads of administrative units and students.

We gathered information on four basic questions:

1. Where are we now? - The Situation
2. Where are we going? - Current Direction
3. Where should we be going? - Desired Direction
4. How will we get there? - The Strategic Plan

After the information has been synthesized from the questionnaires, Task Force inputs and personal interviews, we moved to the second step, Planning Workshop – Charrette which was conducted in two sessions.

The first session assessed the current situation, confirmed the existing IT baseline provided by Task Force Final Reports, and identified gaps in baseline. The second activity of this first workshop was to try to figure out where we are going and where we want to be.

The second session was a workshop involving individual Task Forces to identify goals and initiatives for the Task Forces. The second activity of this Charette was to compile a list of ITSP goals and initiatives provided by Task Forces and a preliminary review.

After the ITSP charrette, the Planning Team synthesized the data and feedback from the charrette and workshop groups to develop the plan which will be submitted for the final approval.

The next phase is to develop the Action Plan after the main goals and objectives have been set in order to attain the mission in a straightforward and measurable way. The Action Plan will identify the necessary capital and operating budget resources for each initiative on a yearly basis over the duration of the implementation. Without the Action Plan, and the measures it entails, it would be impossible to implement the plan and measure its success.

Our resulting Information Technology Strategic Plan is a living document that we intend to review annually to identify new initiatives or revise existing ones that will continue driving capacities that the university needs to achieve its goals and objectives.
8. Current State

8.1. Information Sources

- The survey was sent to all faculty, students and staff. The following table shows the breakdown of the survey respondents. The percentage shown in each category is the percentage of total respondents.

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<th>Answer</th>
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<td>Faculty</td>
<td>226</td>
<td>9%</td>
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<tr>
<td>2</td>
<td>Staff</td>
<td>292</td>
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<td>3</td>
<td>Student</td>
<td>2,019</td>
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<tr>
<td>Total</td>
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- We interviewed 22 members of academic and administrative leadership, members of Student Technology Advisory Board and selected members of faculty.
- Task Forces provided reports on the current state as well as desired state.
- Two charrette sessions were conducted to compile and summarize the information gathered.

8.2. SWOT Analysis

The first objective of each Task Force was to assess and analyze the current NYIT Technology environment. The Task Forces performed an analysis of strengths, weaknesses, opportunities, and threats (SWOT) of the current IT environment in order to provide input into the development of the goals and initiatives included in this plan. The SWOT analysis was based on IT survey results, Task Force reports, personal interviews and charrette sessions. The following are the results of the SWOT analysis conducted by the IT Strategic Planning Steering Committee and Task Forces.

8.2.1. Strengths

- Enterprise systems are in place and working
- All IT functions are taken back in-house
- IT Management and technical staff has expertise in most areas
- IT has gained significant experience in managing complex projects
- Above average network infrastructure in NY locations
- Smart classroom equipment exist in selected classrooms
- IT has knowledge and skills to manage several different current hardware and software platforms
- Standardization of desktops
• Strict equipment replacement cycles providing technology refresh in all IT areas
• Ability to manage large, cross functional projects is improving
• Structure for encouraging participation
• Eagerness to help
• Improved communications between IT and User Groups
• Improved communication and collaboration between IT groups
• Number of IT projects/modules implemented successfully
• Lab facilities are being upgraded
• New Portal implemented
• Data Warehouse is being implemented
• Document Imaging Project almost completed- we are becoming paperless university
• Electronic messaging – Google apps for students is implemented and well received

8.2.2. Weaknesses

• Cyber Security and Global Access
  o Cyber security is a concern for all.
  o Global access to the full set of resources is an issue.
  o Network infrastructure and bandwidth to global locations is insufficient.
  o IT policies and procedures are not properly disseminated or implemented at global locations.
  o Off campus access to NYIT resources on mobile devices is not addressed.

• Learning Management System
  o A limited version of Blackboard is in use which does not have many of the required interfaces, features, etc.; most importantly missing content management and collaborative features.
  o Technical support, instructional design, pedagogical support and training is seriously insufficient.
  o Electronic Student portfolios are not available.
  o Online cheating is a serious concern.
  o Blackboard is not integrated to LDAP and Datatel.

• Student Information System
  o Our SIS, Datatel, is not a secure, robust, reliable application; it cannot meet NYIT’s current and especially future needs.
  o There is currently no real-time interaction between Datatel and Oracle, nor a two-way interface.
  o There is no communication between Datatel and SIRSI system.
  o The lag time between the students starting to take classes and being entered into Datatel in global campuses, and the Datatel feeding Blackboard with the student information is leading to inefficiencies.
  o Global campuses have shadow systems for registration purposes.
• Students in global campuses cannot register online.

• Administrative ERP
  o Not using full capability of Oracle eBusiness Suite for global campuses.
  o ERP systems are not truly 7x24.

• Reporting and Analysis
  o There is no enterprise reporting philosophy, solution, or system in effect.
  o There is no unified enterprise analysis capability or system.
  o All reporting is done through transactional systems and reports.
  o Access to reports is difficult and not user friendly.
  o Enterprise analysis and reporting is done through stitching data manually.

• Web Services
  o The public web site needs to be updated and re-designed.
  o The Portal technology will need to be updated.
  o University has not defined the necessary organization and hierarchy to support the ever growing and crucial web sites.
  o University did not provide the resources to support the web sites.
  o Infrastructure and architecture of the Web is improving but still lacking.
  o Social networking is weak: RSS feeds, blogs, forums, Twitter, Facebook, etc.

• Collaboration Tools
  o There is no globally accessible and coherent set of global collaboration tools.
  o Videoconferencing is mostly limited to Distance Learning and scheduled DL classes, with very limited availability for other educational, research, and administrative applications.
  o “Telepresence” – to emulate a face-to-face meeting in virtual form is not available.

• Communication
  o Communication and collaboration with global campuses is limited.
  o Emergency communications is not pervasive enough.
  o Emergency communications does not include global campuses, students, faculty, and staff.

• Support and Training
  o IT support hours and staffing is limited. There is no follow-the-sun support or 7x24 support.
  o IT support in global campuses is not coordinated with the central IT.
  o IT support for the community is decentralized.
  o There is no Media Services support.
  o End user training is extremely limited, causing inefficiency.
  o Communication on what is available and how to use it both domestically and globally is less than optimal.
- Classroom Technology and Faculty Support
  - Only limited number of classrooms has multimedia technology.
  - Technology integration into teaching is limited.
  - Faculty and staff need ongoing technology training.
  - Insufficient incentive to use technology in teaching.

- IT Governance
  - IT governance is fragmented at present.
  - Ed Tech is primarily charged with Academic IT. There is no umbrella structure or organization for governance of the overall IT function.
  - A formal process for technology planning, priority assessing and ranking, implementation, funding, and resource allocation is not clearly defined.
  - Currently, there is no structure or organization to standardize the project management process and improve project success rate.
  - A full suite of required IT policies, procedures, and IT standardization across all of our local and global campuses does not exist.

- IT Evaluation/Assessment
  - Institution-wide and constituent-wide IT assessment is not undertaken.

8.2.3. Opportunities

- The university and its top administration endorse information technology integration across campuses.
- 2030 plan calls for major investment in technology.
- Focus on research and development in technology.
- IT Governance - governance system for IT guidance and decision-making.
- Improving communication and cooperation among local and global units and central ITI.
- Partnerships with corporations (including software and hardware, internships for students, and real-time access to industry).
- Grant and research opportunities.
- NYIT – Global University and Online University.
- Collaboration with other universities -NYHETF.
- Information technology best practices.
- Assessment as an opportunity to move forward.
- Allocating resources to student learning
- Technology accessibility and standardization.
- Ubiquitous computing.
- Technology use for recruitment and retention of students.
- Movement towards Smart Classrooms and Smart Labs
- Move towards a self-directed learning model
- Enhancements in student assessment and new Teaching Models
- Web Site
8.2.4. Threats

- Low comfort level with information technology.
- Unmet training needs.
- Resistance to change.
- Rapidly changing technologies.
- Coordination of decentralized/global IT support.
- Perceived consequences of technology.
- Distributed university and the associated resources/services needed.
- Risk of not attracting and retaining IT staff.
- Insufficient baseline resources.

8.3. Current State Analysis

NYIT information technology environment has solid core strengths to build on as it implements initiatives identified through later phases of the planning process. Those strengths include the information technology staff, infrastructure, an increased willing university community eager for information and training and ready to use information technology, and a university leadership committed to the key role information technology plays in the institution’s progress.

The current state assessment clearly shows that much work is needed to develop NYIT information technology future state that fully supports and enables the goals and initiatives of the NYIT 2030.

In addition, while examining the current state to provide a basis for our desired future state, the team identified basic barriers and deficiencies that hurt NYIT’s ability to support even current efforts in an optimal way. These needs include improving global access to the full set of network resources at global locations. In addition it was noted that better coordination/collaboration between all NYIT consistencies is needed.

Online learning is limited and need immediate enhancement. Our current technology platform and support in terms of technical support, instructional design, pedagogical support and training is seriously insufficient.

NYIT faculty members that use classroom technology find it effective; they want more technology in more classrooms with more accessibility and support.
The web site needs a re-design and update. The portal needs a technology update. Most importantly, effectively there is no coherent web support organization and resources in place.

The overall infrastructure is in good shape however we need to continue keeping up with security threats and update the network infrastructure to a state of art at our global campuses.

NYIT seems to have adequate, though not fully integrated enterprise systems in overall administration and student information. It does not have an enterprise data warehouse to support combined analysis and enterprise reporting yet, but we are in the first year of the implementation of the data warehouse so this will be accomplished soon. We have to get our data out of application silos into the easily accessible data warehouse – right data to the right people at the right time.

IT governance needs to be improved to achieve full participation by all constituencies into the collaborative governance and planning, prioritization, ranking, and resource allocation process. Additionally, significant business value can be achieved by standardizing project management and assessment process.

9. IT Strategic Plan

9.1. Goals and Initiatives

The following section provides the details of the strategic plan. Set of IT goals were defined and each of these goals has a number of initiatives defined to assist in achieving that goal. These goals and strategies are intended to provide guidance to IT division in the creation of its information resource plan. The implementation of the Strategic Plan will prioritize the initiatives identified in this section and assign specific tasks to specific individuals to ensure attainment of the goals. It should be noted that the number assigned to each of the goals does not indicate a priority ranking. However, the initiatives under the goals do indicate a sequential or critical path approach.

It is our intent to accomplish and implement the goals and initiatives of this section within the overall five year timeline of this plan, which is 2010-2015. A number of the goals and initiatives are not dependent on new capital or operational funding. On the other hand others are heavily dependent on new capital and operational funding. The current multi-year funding horizons and projections indicate a very positive outlook for implementation of those as well. Of course, if there is a drastic negative change in the funding outlook, some of those may need to be further postponed or abandoned.
9.1.1. Goal 1: Enhance Collaboration Tools

Description: Enhance collaboration tools among all domestic and global locations including groupware tools: e-mail, group calendar, document sharing; and video conferencing, etc.

Alignment with the NYIT 2030 plan:
- Thriving Graduate Centers
- A Global and Partially Virtual University
- A Student-Centered University

Outcomes:
- Implement a wide range of usability improvements to the NYIT platform addressing security, venue functionality, network diagnostics, and network reliability.
- Teaching staff collaborate easily with other line-of-business applications.
- It provides a repository for all unstructured content.
- Supports external documents capturing and internal and external documents production.
- Incorporate high definition video into conferencing and use high definition video in the NYIT programs.

Key Performance Indicators:
- **Measurable**
  - Utilization of collaboration tools
- **Non-measurable**
  - Increased research and training collaboration
  - Increased business interaction

Proposed Leadership:
- ITI
- Partners’ IT at Global Locations
- Academic Affairs

Funding Sources:
- University General Funds
- External Funds – NYIT Partner Funds

9.1.1.1. Initiative 1.1: Document business requirements at local and global locations. Select a product suite or individual products as necessary to meet our needs.
### 9.1.2.  Goal 2: Provide a Full Suite of eLearning Solutions

**Description:** Provide technology-enhanced learning and an approach to research collaboration that is user friendly, feature rich, scalable, and accommodates the evolving needs of students and faculty.

**Alignment with the NYIT 2030 plan:**
- Career-Oriented Undergraduate and Distinctive Professional Programs
- A Global and Partially Virtual University
- Student-Centered University
- Leadership in Teaching with Technology

**Outcomes:**
- Robust, efficient and cost-effective learning management system
- Enhanced learning outcomes through the use of e-learning
- Better student-to-student and faculty-to-student interactions
- Better access to course- and program-related materials
- Development of effective e-learning strategies to complement traditional face-to-face in-person teaching and learning

**Key Performance Indicators:**
- **Measurable:**
  - Percentage of courses and students supported by the learning management system
  - System uptime, reliability and availability
  - Student and faculty acceptance of the system
- **Non-Measurable**
  - Qualitative assessment of the level of support the system provides to NYIT on-line goals

**Proposed Leadership:**
- ITI
- Academic Affairs

**Funding Sources:**
- University General Funds

#### 9.1.2.1.  Initiative 2.1: Select, acquire, and implement a state-of-the-art LMS to support e-Learning goals and vision of NYIT Online.

#### 9.1.2.2.  Initiative 2.2: Develop a library of rich media learning objects available to all faculty and students in compliance with written copyright policies to be established by NYIT.

#### 9.1.2.3.  Initiative 2.3: Provide staff to support creation of learning objects for use in teaching and learning.
9.1.3. **Goal 3: Provide an Effective Student Information System**

**Description:** To provide a Student Information System that will be completely web-based, easily integrated with almost any other system at NYIT, infinitely scalable, and accessible from our global locations.

**Alignment with the NYIT 2030 plan:**
- A Global and Partially Virtual University
- A Student-Centered University
- Leadership in Teaching with Technology

**Outcomes:**
- Delivered high-quality customer service
- Improved quality of information integrity and accessibility
- Improved and more intuitive navigation and personalization of settings
- Increased users satisfaction and productivity
- Improved integration of enterprise systems
- Incorporation of independent processes into the enterprise where applicable
- Improved process efficiencies
- Improved accessibility from any location using a multitude of tools
- Improved system performance
- Increased “self-service” functionality

**Key Performance Indicators:**

- **Measurable:**
  - End user satisfaction
  - End user productivity
  - Usability
  - System uptime, reliability and availability
- **Non-Measurable:**
  - Better integration with other university enterprise systems

**Proposed Leadership:**
- ITI
- Academic Affairs
- Enrollment Services
- Financial Affairs

**Funding Sources:**
- University General Funds
9.1.3.1. **Initiative 3.1:** Form a focus group that will identify potential opportunities for improvement/replacement of our current SIS; pinpoint the action items that NYIT should consider.

### 9.1.4. Goal 4: Provide an Effective Administrative Information System

**Description:** To provide effective Administrative Information System

**Alignment with the NYIT 2030 plan:**
- A Global and Partially Virtual University
- A Well-Funded University

**Outcomes:**
- Delivered high-quality customer service
- Improved quality of information integrity and accessibility
- Increased customer satisfaction and productivity
- Improved integration of enterprise systems
- Incorporation of independent processes into the enterprise where applicable
- Improved processing efficiencies
- Improved accessibility from any location using a web browser, PDA or mobile unit
- Improved performance
- Increased “self-service” functionality

**Key Performance Indicators:**
- **Measurable:**
  - End user satisfaction
  - End user productivity
  - Usability
  - System uptime, reliability and availability
- **Non-Measurable:**
  - Better integration with other university enterprise systems

**Proposed Leadership:**
- ITI
- Financial Affairs
- Human Resources

**Funding Sources:**
- University General Funds
9.1.4.1. **Initiative 4.1:** Evaluate the functionality of existing administrative systems and propose various improvements, including additional modules, configuration changes, etc. An example is implementation of HR self-service.

9.1.4.2. **Initiative 4.2:** Further develop broadly based partnerships throughout the university community to fully utilize the current university systems to improve the core business functions to support the 2030 goals.

- Involve more faculty and student representatives to university system user groups to further improve the functionality and utilization of systems.
- Configure and implement Oracle e-Business suite to make it available 24 x 7, minimize the down time of Datatel student information system.
- Guided by the policies and procedures, explore the possibility of online application to global campuses.

9.1.4.3. **Initiative 4.3:** Integrate use of administrative information systems into global locations.

- Form a task force to re-evaluate, review and develop a business plan by August 2010.

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**Goal 5: Improve Enterprise Data Analysis and Reporting**

**Description:** To improve enterprise data analysis and reporting by combining data from several central and local resources and simplifying the task of generating reports by providing seamless access to the data and easy to use effective tools.

**Alignment with the NYIT 2030 plan:**
- A Global & Partially Virtual University
- A Student-Centered University

**Outcomes:**
- Easy and timely access to campus data for reporting and decision making through DWH
- Reduced proliferation of duplicate local databases and spreadsheets of questionable accuracy
- Improved planning and decision making

**Key Performance Indicators:**
- **Measurable:**
  - Ease of access
End user satisfaction
End user productivity
Usability
System uptime, reliability and availability
Reports generated using DWH
Volume of traffic on DWH web pages

Non-Measurable:
Schools/departments using institutional data to obtain information

Proposed Leadership:
ITI
Academic Affairs
Financial Affairs

Funding Sources:
University General Funds
Possible external funding

9.1.5.1. Initiative 5.1: Fully implement and promote Data Warehouse in the institution and make it a singular place for University community to quickly and easily access information that can be used to anticipate and respond to the constantly evolving needs of students and institutional stakeholders and supply accurate and manageable information for colleges and departments.

9.1.6. Goal 6: Improve All NYIT Web Sites and Support

Description: To improve all NYIT web sites, including the public web site, portal, online course web site to advance the University mission and goals. Establish and promote a coherent web presence strategy and implement it across all web sites and constituencies. Make sure the web sites advance and enhance the University brand and message. Implement a compelling public web site to attract and retain all constituencies. Create online communities to further enhance collaboration of students, faculty, and staff. Implement a true portal which functions as a singular stepping stone to all relevant online resources and information for all constituencies. Fund and establish a support structure and hierarchy to perpetually support and enhance all these web sites.

Alignment with the NYIT 2030 plan:
Career-Oriented Undergraduate and Distinctive Professional Programs
Thriving Graduate Centers
A Global & Partially Virtual University
A Student Centered University
Outcomes:
  o Improved University image
  o Accessibility of the University website on numerous devices
  o Improved performance of the University website
  o Increased reliability and navigability of web services
  o Development of a single web portal that can be personalized and customized
    for the needs of each University constituent group
  o Development and implementation of web-based communities

Key Performance Indicators:
Measurable:
  o Usage/traffic at NYIT Web site
  o Usage/traffic at NYIT portal
  o Page views, site visits, searches made, etc.
  o Community satisfaction with the web site
  o User satisfaction by Web Service team support

Non-Measurable:
  o University web pages with standard look and feel
  o Offsite performance of the University website

Proposed Leadership:
  o IT
  o Communications & Marketing
  o Academic Affairs
  o Partners’ IT at Global Locations

Funding Sources:
  o University General Funds
  o External funding

9.1.6.1. Initiative 6.1: Re-design NYIT main public site to improve its
dynamism and appeal to attract and retain all relevant constituencies.
Enhance the brand message in the web site and create coherency
amongst all sub-sites.

9.1.6.2. Initiative 6.2: Upgrade NYIT Portal to improve its functionality and
usefulness to all NYIT constituencies, including students, faculty,
staff, alumni, etc. in all domestic and global locations. Create online
communities and improve communication and collaboration.

9.1.6.3. Initiative 6.3: Establish Web Services Group. Plan, propose, fund, and
implement a web services group to provide staff resources to all NYIT
web sites. Administer, support, maintain, constantly improve, and
enhance all the web sites.
9.1.7. **Goal 7: Improve IT Infrastructure and Access**

**Description:** Analyze, review, research, propose, and implement a state-of-the-art IT infrastructure upgrade composed of network, hardware, and software components. The infrastructure and services must be available around the clock and globally. Research, design, and propose a secure but accessible solution for all required services.

**Alignment with the NYIT 2030 plan:**
- Career-Oriented Undergraduate and Distinctive Professional Programs
- Thriving Graduate Centers
- A Global & Partially Virtual University
- A Student-Centered University
- Leadership in Teaching with Technology

**Outcomes:**
- An IT infrastructure that will
  - enable existing IT resources to be maximized,
  - provide a basis for IT renewal and expansion,
  - continue to meet ongoing demand for growth
  - support innovation
- Guaranteed minimum level of campus wired and wireless services
- Institutional planning and budgeting support for the IT infrastructure through performance measurements and benchmarks
- Enhanced resource deployment through review of standardized IT utilization statistics
- Ability for Management to identify the impact of new IT resources on existing IT resources
- Key network resources to accommodate increasing demand
- Internal systems will be able to securely deliver appropriate information off-campus, using external (but trusted and approved) security solutions

**Key Performance Indicators:**

**Measurable:**
- Campus network speed (both on campus and external access)
- Average age of IT infrastructure devices
- Network uptime outside scheduled maintenance
- Throughput and peak traffic

**Proposed Leadership:**
- ITI
- IT Units at Global Locations
- Partner’s IT

**Funding Sources:**
- University General Funds
9.1.7.1. **Initiative 7.1:** Review and document both the wired and wireless network infrastructure in all campuses, including the intercampus and Internet connectivity speeds. Propose any required changes. Maintain high-speed networking for on-campus, inter-campus, and Internet connectivity. Monitor related resource utilization regularly.

9.1.7.2. **Initiative 7.2:** Review and document the server hardware infrastructure in all NYIT run campuses. Develop and implement necessary plans for server virtualization and consolidation. Monitor related resource utilization regularly.

9.1.7.3. **Initiative 7.3:** Review and document the enterprise software infrastructure. Propose necessary changes. Monitor related resource utilization regularly.

9.1.7.4. **Initiative 7.4:** Develop a multi-year perpetual infrastructure upgrade plan.

9.1.7.5. **Initiative 7.5:** Investigate development and use of open source software.

### 9.1.8. **Goal 8: Improve User Support Services**

**Description:** To significantly improve NYIT technology user support additional staff and more self service solutions, as well as well coordinated training solutions are needed. The targeted areas for improvements are enhancing direct client support service; improving existing processes; adding supplemental support services. The user support services need to enhance responsiveness to student, faculty, and campus technical staff needs by expanding education/training opportunities for all users; coordinating student computing efforts; enhancing the call tracking/help database.

**Alignment with the NYIT 2030 plan:**
- Thriving Graduate Centers
- A Global & Partially Virtual University
- A Student-Centered University
- Leadership in Teaching with Technology

**Outcomes:**
- Continual improvement in and expansion of User Support Services
- Easier access to IT support services
- Better informed and trained campus community
Key Performance Indicators:
  o Measurable:
    o Client satisfaction with Help Desk / Academic Computing services as measured by the annual IT Services client survey
    o Clients using the HelpDesk
    o Average time to resolve problems
    o Volume of traffic on the FAQ web page

Proposed Leadership:
  o ITI
  o Partners’ IT at Global Locations

Funding Sources:
  o University General Funds

9.1.8.1. Initiative 8.1: Plan and propose increased and improved IT User Support Services. Investigate expanded self service support, knowledge bases, FAQs, software downloads, etc. Investigate follow-the-sun support models.

9.1.8.2. Initiative 8.2: Develop structured and self-paced training solutions.

9.1.9. Goal 9: Improve IT Governance

Description: It is crucial that NYIT implements a governance system for IT guidance and decision-making that provide the following:

  o Clear and widely communicated governance structures
  o Decision-making structure with clearly defined membership duties and relationships to NYIT Strategic Plans and budget processes
  o Ensure that the IT governance structure and processes are consistent with the governance and management culture of the NYIT
  o Ensure that representatives of key stakeholder groups are engaged in IT governance processes
  o Promote true partnerships and collaboration between central NYIT IT and global campus IT units
  o Clarify and enable the positions of the central IT leadership and the IT

Alignment with the NYIT 2030 plan:
  o A Global and Partially Virtual University
  o A Student-Centered University
  o Leadership in Teaching with Technology
Outcomes:
- Best governance practices are in place to increase effectiveness
- Duties, responsibilities and deliverables explicitly defined
- More effective utilization of information technology resources
- Increased openness and accountability
- Reduced potential for conflict of interest

Key Performance Indicators:
- Measurable:
  - Utilization of IT resources
  - Completion of projects on time and within the budget
- Non-Measurable:
  - Development of and adherence to governance policies
  - Improved processes and structures through the PMO office
  - Realization of goals and objectives

Proposed Leadership:
- ITI
- Partners’ IT at Global Locations

Funding Sources:
- University General Funds
- External Funds – NYIT Partner Funds

  - Prepare Council Charter by April 30, 2010
  - Identify and propose members

9.1.9.2. Initiative 9.2: Expand and/or establish User Groups for governance of individual areas within IT.
  - Expand existing groups to include faculty and students, and revise their charters:
    - Datatel User Group (DUG)
    - Oracle User Group (OUG)
    - Data Warehouse User Group (DWUG)
  - Create new groups including staff, faculty and students, and create their charters:
    - User Support User Group (USUG)
    - Web Services User Group (WSUG)

9.1.9.3. Initiative 9.3: Establish Information Technology Project Management Office (PMO)
  - Prepare Charter and implement by April, 30, 2010
10. Assessment

Assessment is a critical factor for success. All plans and implementation efforts should contain metrics and key performance indicators which enable the assessment of the success or failure of the effort. In fact, plans and implementations with a long timeline should be assessed while they are underway. This way any course corrections or adaptation to changing internal and external conditions can be accomplished without much disruption, which will keep the plan refreshed and relevant and support the success of the implementation.

NYIT needs a formalized mechanism to regularly and periodically evaluate IT services and infrastructure. This evaluation should be shepherded by a University-wide body. In that sense, the Information Technology Advisory Council proposed in Goal 9 will be an ideal candidate. The results of the evaluation should be compared to the expected values of metrics and indicators. Any course corrections or changes indicated by the change in internal and external conditions should be documented and be made part of the revised implementation plan.

NYIT Divisions / Schools frequently assess their own information technology needs and independently develop evolution plans and migration strategies, which can result in sub-optimal use of resources and poorly coordinated investments.

Strategic recommendations:
- Create continuity between the Information Technology Strategic Planning Committee and the Information Technology Advisory Council.
- During its implementation, annually assess the goals and initiatives of the IT Strategic Plan.
- To facilitate the annual assessment a goals and initiatives matrix has been provided in Appendix B.
- Conduct periodic reviews of IT infrastructure and services with a goal of improving efficiency, effectiveness, and end-user satisfaction.
- Encourage a campus-wide willingness to eliminate services of lower value/impact by providing strategies and resources to transition shadow systems to NYIT enterprise platforms, consolidating systems with similar functions and eliminating duplications.
11. Conclusions

In April 2008 the Office of Information Technology and Infrastructure initiated the next NYIT Information Technology Strategic Plan for 2010-2015. Based on the fact that the previous plan cycle has come to an end and there have been many changes in NYIT and within IT time was right for a new strategic plan. Most importantly, NYIT had completed its long term strategic plan: NYIT 2030. A new IT strategic plan which is prepared by full participation from the whole NYIT community would enable IT to support NYIT in achieving its vision, values, and goals of the NYIT 2030.

In the following 14 months a multi-tiered, fully collaborative and participatory process was carried out. Working with the specially appointed IT Strategic Planning Steering Committee the charge and the process was designed, mapped out, and finalized. Special attention was paid to make sure that the process includes full participation by all constituencies, including faculty, students, staff, and administration. Most importantly, participation from global campuses was strongly encouraged. Additionally, the needs of the global campuses were expressly included in the review and analysis.

Overall the planning process was very successful. It had achieved a very high level of participation from all constituencies. This fact provides a high level of confidence that the observations, findings, goals, and initiatives which resulted from the process are highly representative of the whole NYIT community.

The planning process recognized the recent improvements and strengths of the IT, as well as identifying future opportunities for further improvements and refinements which will support NYIT 2030 and enable NYIT to further itself as a unique and exemplary institution of global higher education. This is accomplished by identification of nine specific goals and many initiatives which will enable these goals. These goals were created to address the areas of NYIT IT support identified in weaknesses and threats sections. We will monitor plan implementation, assess results, and modify plan on a yearly basis. We will communicate with the NYIT local and global community on the status of the implementation efforts.

The major themes that emerged as part of the plan include improving the global infrastructure and access, establishing and enabling a superior collaborative environment and tools, upgrading to a state-of-the-art eLearning environment, constantly improving the transactional systems, establishing and improving an enterprise analysis and reporting environment, updating all the web sites, improving levels of service, and establishing a participatory IT governance. Other than these specific IT based themes another theme that emerged was that certain current business processes were sub-optimal. It will be desirable to work with the business community to develop improvements and solutions using technology. This would lead to collaboration with the community to provide advancements otherwise not possible.

In the upcoming years IT will be working with all constituencies to implement these goals and initiatives. But more importantly, the progress will be reviewed and assessed on an
annual basis. Required course and condition corrections will be implemented to make sure that we are always progressing in the direction to support NYIT in its short and long term goals and objectives.
## Appendix A: ITSP Participants

### Steering Committee Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
<th>Role</th>
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<tbody>
<tr>
<td>Niyazi Bodur</td>
<td>Vice President for Information Technology and Infrastructure</td>
<td>Information Technology</td>
<td>Chair</td>
</tr>
<tr>
<td>Raj Tibrewala</td>
<td>Professor MBA</td>
<td>Management</td>
<td>Vice Chair</td>
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<tr>
<td>Dan Quigley</td>
<td>Associate Professor</td>
<td>English</td>
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<tr>
<td>Mike Lane</td>
<td>Associate Director - IRA</td>
<td>Planning &amp; Assessment</td>
<td>Member</td>
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<tr>
<td>Len Aubrey</td>
<td>Vice President for Financial Affairs, CFO and Treasurer</td>
<td>Financial Affairs</td>
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<tr>
<td>Rick Levatino</td>
<td>Manager- Financial Systems, Reporting and Contracts</td>
<td>Financial Affairs</td>
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<tr>
<td>Regina Robinson</td>
<td>Director of Administration and Planning</td>
<td>Student Affairs</td>
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<tr>
<td>Julie McCavera</td>
<td>Assistant Director of Alumni Relations</td>
<td>Development</td>
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<tr>
<td>Richard Savior</td>
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<tr>
<td>Stacey Munsky-Acquaro</td>
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<td>Spencer Turkel</td>
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<td>Academic Affairs</td>
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<tr>
<td>Karen Kalkines</td>
<td>Director, Compliance and Finance</td>
<td>Global Affairs</td>
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<tr>
<td>Bobbie Dell’Aquilo</td>
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<td>Ajisa Dervisievic</td>
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<td>Edward Maggio</td>
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<tr>
<td>Fuad Abdulla(Oman)</td>
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<td>Michael Colef</td>
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<tr>
<td>Clare Cohn</td>
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<tr>
<td>Nina Humphrey</td>
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<tr>
<td>Milan Michail</td>
<td>Student</td>
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### Task Force Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>School/Division</th>
<th>ITSP Role</th>
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<tbody>
<tr>
<td><strong>Task Force 1: Global Ubiquitous Access, Collaborative Environments, and Cybersecurity</strong></td>
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<tr>
<td>Karen Kalkines</td>
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<tr>
<td>Yongxin Ma</td>
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<td>Brian Maroldo</td>
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<td>Dorian Blot</td>
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<td>Gerard LaRoche</td>
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<td><strong>Task Force 2. eLearning: LMS and More</strong></td>
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<tr>
<td>Jesus Rodriguez</td>
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### Task Force 3: University Systems: ERP, Data Warehouse, Portal, etc.

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<td>Student Enrollment Services</td>
<td>Chair</td>
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<tr>
<td>Cherry Zhang</td>
<td>Director of Enterprise Systems &amp; Services</td>
<td>Information Technology</td>
<td>Vice Chair</td>
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<tr>
<td>Rick Levatino</td>
<td>Manager - Financial Systems, Reporting and Contracts</td>
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<tr>
<td>Mike Lane</td>
<td>Associate Director</td>
<td>IRA</td>
<td>Member</td>
</tr>
<tr>
<td>Yongxin Ma</td>
<td>Director - Data Warehouse</td>
<td>Information Technology</td>
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<tr>
<td>Guy Hildebrant</td>
<td>Registrar</td>
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<tr>
<td>Chellappa Kumar</td>
<td>CIO - NYCOM and Associate Professor</td>
<td>NYCOM</td>
<td>Member</td>
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<tr>
<td>Spencer Turkel</td>
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<td>Academic Affairs</td>
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<tr>
<td>Staci Ostrow</td>
<td>Assistant to the Dean</td>
<td>Education</td>
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<tr>
<td>Hossein Kashani</td>
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<td>Michael Urmeneta</td>
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<tr>
<td>Wayne Elliot</td>
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<td>Josheema Oliver</td>
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<tr>
<td>Randy Duke</td>
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</tr>
<tr>
<td>Jody Ann Simpon</td>
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### Task Force 4: Communications: Web Site, Network, Telecom and more

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<th>Role</th>
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<tr>
<td>Dan Quigley</td>
<td>Associate Professor</td>
<td>Arts &amp; Sciences</td>
<td>Chair</td>
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<tr>
<td>Brian Maroldo</td>
<td>Director</td>
<td>Information Technology</td>
<td>Vice Chair</td>
</tr>
<tr>
<td>Ray Carney</td>
<td>Manager - Telecommunications</td>
<td>Information Technology</td>
<td>Member</td>
</tr>
<tr>
<td>Bobby Saha</td>
<td>Webmaster</td>
<td>Information Technology</td>
<td>Member</td>
</tr>
<tr>
<td>Julie McCavera</td>
<td>Assistant Director of Alumni Relations</td>
<td>Development</td>
<td>Member</td>
</tr>
<tr>
<td>Regina Robinson</td>
<td>Director of Administration and Planning</td>
<td>Student Affairs</td>
<td>Member</td>
</tr>
<tr>
<td>Marianne Demarco</td>
<td>Systems Specialist - Academic Technologies Group</td>
<td>NYCOM</td>
<td>Member</td>
</tr>
<tr>
<td>John Roleke</td>
<td>Interactive Writer / Content Developer</td>
<td>Communications &amp; Marketing</td>
<td>Member</td>
</tr>
<tr>
<td>Stacey Munsky Acquaro</td>
<td>Associate Dean - Admissions</td>
<td>Student Enrollment Services</td>
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<tr>
<td>Damon Revelas-Bahrain</td>
<td>Faculty</td>
<td>Global Academic Programs</td>
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<tr>
<td>Joseph Scarinci</td>
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<tr>
<td>Yasin Butt</td>
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<tr>
<td>Shelia Zabala</td>
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<tr>
<td>Beisi Yuan</td>
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<tr>
<td>Jesse Zlata</td>
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### Task Force 5: User Support Services

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<tr>
<td>Katherine Williams</td>
<td>Associate Professor</td>
<td>Arts &amp; Sciences</td>
<td>Chair</td>
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<tr>
<td>Jill Keough</td>
<td>Director, User Support Services</td>
<td>Information Technology</td>
<td>Vice Chair</td>
</tr>
<tr>
<td>Ray Carney</td>
<td>Manager - Telecommunications</td>
<td>Information Technology</td>
<td>Member</td>
</tr>
<tr>
<td>Name</td>
<td>Title/Role</td>
<td>Department/Office</td>
<td>Task Force</td>
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</tr>
<tr>
<td>Rick Levatino</td>
<td>Manager - Financial Systems, Reporting and Contracts</td>
<td>Financial Affairs</td>
<td>Member</td>
</tr>
<tr>
<td>Spiros Dandouras</td>
<td>Senior Business Systems Analyst</td>
<td>Student Enrollment Services</td>
<td>Member</td>
</tr>
<tr>
<td>Seth McQuale</td>
<td>Librarian</td>
<td>Library</td>
<td>Member</td>
</tr>
<tr>
<td>Jodi Scardino</td>
<td>Technical Support Specialist</td>
<td>NYCOM</td>
<td>Member</td>
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<tr>
<td>Jim Nolt</td>
<td>Campus Dean</td>
<td>Global Academic Programs</td>
<td>Member</td>
</tr>
<tr>
<td>William Stennett</td>
<td>Assistant Director of Academic Computing</td>
<td>Information Technology</td>
<td>Member</td>
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<tr>
<td>Teddy Mullings</td>
<td>Assistant Director - Help Desk</td>
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<tr>
<td>Ray Polk</td>
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<td>Greg Loeven</td>
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<td>Ruta Patel</td>
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<td>Robea Crewe</td>
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<tr>
<td>Bhushan Abeshare</td>
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<tr>
<td>Prasanna Maybhate</td>
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**Task Force 6: IT Governance**

<table>
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<th>Name</th>
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<tbody>
<tr>
<td>Bobbie Dell’Aquilo</td>
<td>Director, Editorial Services</td>
<td>Communications and Marketing</td>
<td>Chair</td>
</tr>
<tr>
<td>Ajisa Dervisevic</td>
<td>Director of Planning and Business Affairs</td>
<td>Information Technology</td>
<td>Vice Chair</td>
</tr>
<tr>
<td>Babak Beheshti</td>
<td>Associate Professor</td>
<td>Engineering</td>
<td>Member</td>
</tr>
<tr>
<td>Len Aubrey</td>
<td>Vice President for Financial Affairs, CFO and Treasurer</td>
<td>Financial Affairs</td>
<td>Member</td>
</tr>
<tr>
<td>Michael Colef</td>
<td>Associate Professor</td>
<td>Engineering</td>
<td>Member</td>
</tr>
<tr>
<td>Cyrus Reed</td>
<td>Vice President for Global Academic Programs</td>
<td>Global Academic Programs</td>
<td>Member</td>
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<tr>
<td>Chellappa Kumar</td>
<td>CIO - NYCOM and Associate Professor</td>
<td>NYCOM</td>
<td>Member</td>
</tr>
<tr>
<td>Spencer Turkel</td>
<td>Associate Provost</td>
<td>Academic Affairs</td>
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</tr>
<tr>
<td>Mark Flynn</td>
<td>Student</td>
<td></td>
<td>Member</td>
</tr>
<tr>
<td>Ashok Bhatt</td>
<td>Student</td>
<td></td>
<td>Member</td>
</tr>
<tr>
<td>Nadine Lawrence</td>
<td>Student</td>
<td></td>
<td>Member</td>
</tr>
<tr>
<td>Nina Humphrey</td>
<td>Student</td>
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**Task Force 7: User/Community Survey**

<table>
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<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Raj Tibrewala</td>
<td>Professor</td>
<td>Management</td>
<td>Chair</td>
</tr>
<tr>
<td>Michael Uttendorfer</td>
<td>Dean School of Education</td>
<td>Education</td>
<td>Member</td>
</tr>
<tr>
<td>Shiang-Kwei Wang</td>
<td>Assistant Professor</td>
<td>Education</td>
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<td>Spencer Turkel</td>
<td>Associate Provost</td>
<td>Academic Affairs</td>
<td>Member</td>
</tr>
<tr>
<td>Mike Lane</td>
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<td>IRA</td>
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</tr>
<tr>
<td>Stan Silverman</td>
<td>Director</td>
<td>TBLS</td>
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### Focus Group Members

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td><strong>Task Force 3: University Systems: ERP, Data Warehouse, Portal, etc.</strong></td>
<td></td>
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<tr>
<td>Celia Prieto</td>
<td>Associate Dean of Transfer Evaluations</td>
<td>Student Enrollment Services</td>
<td>Member</td>
</tr>
<tr>
<td>Monika Schueren</td>
<td>Coordinator, Central Advising Center</td>
<td>Student Enrollment Services</td>
<td>Member</td>
</tr>
<tr>
<td>Chris Scimone</td>
<td>Associate Director</td>
<td>Student Enrollment Services</td>
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<tr>
<td>Christine Krut</td>
<td>Associate Director</td>
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<td>Member</td>
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<tr>
<td><strong>Task Force 4: Communications: Web Site, Network, Telecom and more</strong></td>
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<td></td>
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</tr>
<tr>
<td>Stacey Munsky Acquaro</td>
<td>Associate Dean</td>
<td>Student Enrollment Services</td>
<td>Member</td>
</tr>
<tr>
<td>Penisse Gomillion</td>
<td>Student Solutions Lead Manager</td>
<td>Student Enrollment Services</td>
<td>Member</td>
</tr>
<tr>
<td>Alfred (AJ) Gangemi</td>
<td>Assistant Director</td>
<td>Student Enrollment Services</td>
<td>Member</td>
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</tbody>
</table>
### GOAL 1: Enhance Collaboration Tools

#### KEY PERFORMANCE INDICATOR(S)
- Measurable
  - Utilization of collaboration tools
- Non-measurable
  - Increased research and training collaboration
  - Increased business interaction

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Dependencies</th>
<th>Responsible Party</th>
<th>FY 10</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>Progress / Accomplishments</th>
<th>Resource Development Potential</th>
</tr>
</thead>
</table>
| 1.1. Document business requirements at local and global locations. Select a product suite or individual products as necessary to meet our needs. | Funding | • N&S  
• IT at Global Locations |       |       |       |       |       |       |                               |                             |
<table>
<thead>
<tr>
<th>GOAL 2: Provide a Full Suite of eLearning Solutions</th>
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<tr>
<td><strong>KEY PERFORMANCE INDICATOR(S)</strong></td>
</tr>
<tr>
<td>• Measurable:</td>
</tr>
<tr>
<td>• Percentage of courses and students supported by the learning management system</td>
</tr>
<tr>
<td>• System uptime, reliability and availability</td>
</tr>
<tr>
<td>• Student and faculty acceptance of the system</td>
</tr>
<tr>
<td>• Non-Measurable</td>
</tr>
<tr>
<td>• Qualitative assessment of the level of support the system provides to NYIT on-line goals</td>
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</table>

<table>
<thead>
<tr>
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<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>Progress / Accomplishments</th>
<th>Resource Development Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Select, acquire, and implement a state-of-the-art LMS to support e-Learning goals and vision of NYIT Online.</td>
<td>Funding</td>
<td>• IT</td>
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<tr>
<td>2.2. Develop a library of rich media learning objects available to all faculty and students in compliance with written copyright policies to be established by NYIT.</td>
<td></td>
<td>• IT</td>
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<tr>
<td>2.3. Provide staff to support creation of learning objects for use in teaching and learning</td>
<td>Funding</td>
<td>• IT</td>
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</tbody>
</table>
| 3.1. Form a focus group that will identify potential opportunities for improvement/replacement of our current SIS; pinpoint the action items that NYIT should consider. | Funding | ● IT - ESS  
● Academic Affairs  
● NYIT Business Units |       |       |       |       |       |       |       |                             |                              |

**KEY PERFORMANCE INDICATOR(S)**

- Measurable:
  - End user satisfaction
  - End user productivity
  - Usability
  - System uptime, reliability and availability
- Non-Measurable:
  - Better integration with other university enterprise systems
## GOAL 4: Provide Effective Administrative Information Systems

### KEY PERFORMANCE INDICATOR(S)
- **Measurable:**
  - End user satisfaction
  - End user productivity
  - Usability
  - System uptime, reliability and availability
- **Non-Measurable:**
  - Better integration with other university enterprise systems

<table>
<thead>
<tr>
<th>Initiatives</th>
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<th>FY 10</th>
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<th>FY 15</th>
<th>Progress / Accomplishments</th>
<th>Resource Development Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.1. Evaluate the functionality of existing administrative systems and propose various improvements, including additional modules, configuration changes, etc. An example is implementation of HR self-service.</strong></td>
<td></td>
<td>IT - ESS</td>
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</tr>
<tr>
<td><strong>4.2. Further develop broadly based partnerships throughout the university community to fully utilize the current university systems to improve the core business functions to support the 2030 goals.</strong></td>
<td></td>
<td>IT - ESS</td>
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<tr>
<td><strong>4.3. Integrate use of administrative information systems into global locations.</strong></td>
<td></td>
<td>IT - ESS</td>
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<td>Initiatives</td>
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</tr>
<tr>
<td>5.1. Fully implement and promote Data Warehouse in the institution and make it a singular place for University community to quickly and easily access information that can be used to anticipate and respond to the constantly evolving needs of students and institutional stakeholders and supply accurate and manageable information for colleges and departments.</td>
<td></td>
<td>IT - DWH</td>
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</tbody>
</table>

**KEY PERFORMANCE INDICATOR(S)**

- Measurable:
  - Ease of access
  - End User satisfaction
  - End user productivity
  - Usability
  - System uptime, reliability and availability
  - Reports generated using DWH
  - Volume of traffic on DWH web pages

- Non-Measurable:
  - Schools/departments using institutional data to obtain information
## GOAL 6: Improve All NYIT Web Sites and Support

### KEY PERFORMANCE INDICATOR(S)

- **Measurable:**
  - Usage /traffic at NYIT Web site
  - Usage/traffic at NYIT portal
  - Page views, site visits, searches made, etc.
  - Community satisfaction with the web site
  - User satisfaction by Web Service team support
- **Non-Measurable:**
  - University web pages with standard look and feel
  - Offsite performance of the University website

<table>
<thead>
<tr>
<th>Initiatives</th>
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<th>FY 10</th>
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<th>FY 15</th>
<th>Progress / Accomplishments</th>
<th>Resource Development Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6.1. Re-design NYIT main public site to improve its dynamism and appeal to attract and retain all relevant constituencies. Enhance the brand message in the web site and create coherency amongst all sub-sites.</strong></td>
<td></td>
<td>IT – WEB Services</td>
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<tr>
<td><strong>6.2. Upgrade NYIT Portal to improve its functionality and usefulness to all NYIT constituencies, including students, faculty, staff, alumni, etc. in all domestic and global locations. Create online communities and improve communication and collaboration.</strong></td>
<td></td>
<td>IT – WEB Services</td>
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</tr>
<tr>
<td><strong>6.3. Establish Web Services Group. Plan, propose, fund, and implement a web services group to provide</strong></td>
<td>Funding</td>
<td>IT – WEB Services</td>
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</tbody>
</table>
staff resources to all NYIT web sites. Administer, support, maintain, constantly improve, and enhance all the web sites.
GOAL 7: Improve IT Infrastructure and Access

**KEY PERFORMANCE INDICATOR(S)**

- Measurable:
  - Campus network speed (both on campus and external access)
  - Average age of IT infrastructure devices
  - Network uptime outside scheduled maintenance
  - Throughput and peak traffic

<table>
<thead>
<tr>
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<tr>
<td>7.1. Review and document both the wired and</td>
<td>Funding</td>
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<td>connectivity speeds. Propose any required</td>
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<td>changes. Maintain high-speed networking for on-</td>
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<td>Monitor related resource utilization regularly.</td>
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<td>7.2. Review and document the server hardware</td>
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<td>infrastructure in all NYIT run campuses.</td>
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<td>Develop and implement necessary plans for server</td>
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<td>virtualization and consolidation. Monitor</td>
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<td>7.3. Review and document the enterprise software</td>
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<td>infrastructure. Propose necessary changes.</td>
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<td>7.4. Develop a multi-year perpetual infrastructure upgrade plan.</td>
<td>Continued funding</td>
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<td>7.5. Investigate development and use of open source software.</td>
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GOAL 8: Improve User Support Services

**KEY PERFORMANCE INDICATOR(S)**
- Measurable:
  - Client satisfaction with Help Desk / Academic Computing services as measured by the annual IT Services client survey
  - Clients using the HelpDesk
  - Average time to resolve problems
  - Volume of traffic on the FAQ web page

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<tbody>
<tr>
<td>8.1. Plan and propose increased and improved IT User Support Services. Investigate expanded self-service support, knowledge bases, FAQs, software downloads, etc. Investigate follow-the-sun support models.</td>
<td>Funding</td>
<td>ITI - USS</td>
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<td>8.2. Develop structured and self-paced training solutions.</td>
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GOAL 9: Improve IT Governance

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<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>Measurable:</th>
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<tr>
<td></td>
<td>• Utilization of IT resources</td>
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<td>• Completion of projects on time and within the budget</td>
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<td>Non-Measurable:</td>
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<td>• Development of and adherence to governance policies</td>
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<td>• Improved processes and structures through the PMO office</td>
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<td>• Realization of goals and objectives</td>
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<tr>
<td>9.2. Expand and/or establish User Groups for governance of individual areas within IT.</td>
<td>ITI – Office of Planning</td>
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<td>9.3. Establish Information Technology Project Management Office (PMO)</td>
<td>ITI – Office of Planning</td>
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