NYIT
Information Technology Strategic Plan
2015-2020
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1. Revision History

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<td>April 10, 2015</td>
<td>Ajisa Dervisevic</td>
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<td>1.1</td>
<td>May 7, 2015</td>
<td>Niyazi Bodur</td>
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3. Approvals

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<th>Name</th>
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<tr>
<td>Edward Guiliano</td>
<td>President</td>
<td>May 8, 2015</td>
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<td>NYIT Academic Senate</td>
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<td>May 5, 2015</td>
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<tr>
<td>Niyazi Bodur</td>
<td>Vice President for Information Technology and Infrastructure</td>
<td>May 4, 2015</td>
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4. Executive Summary

In April 2014 the Office of Information Technology and Infrastructure initiated the next NYIT Information Technology Strategic Plan for 2010-2015. The previous plan cycle has come to an end; there have been significant changes in information technology philosophy, vision, and direction. 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.

Ten 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. Technology innovation for Learning and Teaching
2. NYIT On-line learning (in collaboration with AA Online Learning Strategic Plan)
3. Big Data and Business Intelligence
4. Enhance university ERPs and applications
5. Infrastructure and Network
6. IT Governance, Compliance and Policy
7. Digital Communications
8. Digital Learning Objects
9. What students want
10. Outside the box
The strategic plan identified ten goals with one or more initiatives in support of the goals. Those goals and initiatives will be completed during the period 2015-2020. Those are:

1. Enhance University systems and business processes
2. Establish Virtual Business Intelligence Unit
3. Improve Information Security
4. Establish IT Business Continuity Plan
5. Improve IT Governance
6. Next Generation of Collaborative Learning Spaces
7. On-Line Learning Enhancements
8. Systems training
9. Technological innovations in learning
10. Technologically created ubiquitousness

The major themes these goals encompass are improving the university systems and business processes, establishing virtual business intelligence unit, upgrading to a state-of-the-art eLearning environment, constantly improving the transactional systems, improving an information security, establishing IT business continuity plan, improving systems training 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. Contact Information

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Plan Executive

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E-Mail: ajisad@nyit.edu

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 and the 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. **IT Strategic Plan**

7.1. **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.
<table>
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<tr>
<th>Goal</th>
<th>Initiatives</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>1 Next Generation of Collaborative Learning Spaces</td>
<td>Create an Ed Tech sub-committee to establish and manage the implementation of state-of-the-art collaborative learning spaces. This sub-committee should be re-authorized every year.</td>
<td>Develop a blueprint for the next generation collaborative learning space by providing multiple input and output solutions, including BYOD to the students.</td>
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<tr>
<td></td>
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<td>Manage the implementation of a pilot solution.</td>
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<td>Identify the required scope and quantity of such spaces on each campus.</td>
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<td>Establish a mechanism to keep the standard and specification fresh and updated over the years.</td>
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<tr>
<td>2 On-Line Learning Enhancements</td>
<td>Create an Ed Tech sub-committee to review and make recommendations on the LMS systems. This committee should be re-authorized every year.</td>
<td>On an annual basis conduct and deliver an analysis and report regarding the state-of-the-art on LMS systems. Determine what is the best system and/or approach to use for NYIT. When indicated make a recommendation to implement a different solution.</td>
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<tr>
<td></td>
<td></td>
<td>One-size-fits-all LMS may not be the proper answer in the future. We need to look at modular solutions that bring different modules from different systems, including home-grown ones.</td>
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<td></td>
<td>Reauthorization of the Higher Ed Act/SARA implementation</td>
<td>Develop a solution to assure that the student who is registered for the course is the one interacting with the LMS according to federal laws and guidelines.</td>
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<td>Develop a solution to determine the last day of participation based on NYIT policies and guidelines.</td>
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<td></td>
<td><strong>Video Support Services</strong></td>
<td>Research, recommend, and adopt an institution-wide video management system which provides consistent ease-of-use to record, edit, and publish.</td>
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<td></td>
<td></td>
<td>Establish a media specialist position in Media Services to support faculty in the development and use of videos to support teaching and learning.</td>
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<tr>
<td>3</td>
<td><strong>Establish Virtual Business Intelligence Unit</strong></td>
<td>Collaboratively develop the charter and operational guidelines of the unit.</td>
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<td>In collaboration with appropriate other divisions establish the unit as a virtual university unit</td>
<td>Assign/hire staff from appropriate divisions to the unit.</td>
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<td>Integrate all data from across the enterprise; eliminate data silos.</td>
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<td>Establish a &quot;single version of truth&quot; for all university level parameters, indicators, and metrics.</td>
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<td></td>
<td>Establish primary goals, objectives, and deliverables for the unit</td>
<td>Every year establish annual goals and deliverables for the unit. Members of the unit and their management will be collectively and individually responsible for these deliverables.</td>
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<td></td>
<td></td>
<td>Implement predictive models in the areas of enrollment, student performance, and institutional capacity.</td>
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<td>Develop and implement an executive dashboard.</td>
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| 4 | Enhance University systems and business processes | Establish a task force to review and make recommendations for PeopleSoft Campus Solutions | Develop a prioritized list of technical and business process enhancements and improvements to PeopleSoft Campus Solutions.  
Establish a task force to review and make recommendations for Oracle eBusiness Suite | Develop a prioritized list of technical and business process enhancements and improvements to Oracle eBusiness Suite.  
Establish a task force to review and make recommendations for myNYIT portal | Enhance and redesign My NYIT with mobile-first framework. Integrate with calendar functions, allowing students to subscribe to topics of interest. |
| 5 | Systems training | Establish a framework and set of solutions for systems training across NYIT community | Develop and implement a staff training framework.  
Develop and implement a faculty training framework.  
Develop and implement a student training framework. |
| 6 | Technologically created ubiquitousness | Enhance wireless network infrastructure to provide ubiquitous coverage and availability | Biennially conduct an assessment of the wireless network infrastructure and publish results.  
When necessary, develop a new plan to improve wireless network infrastructure based on available technology.  
Upgrade wireless network infrastructure.  
Support BYOD philosophy and reality  
24/7 Service Central support | Provide infrastructure and support for BYOD.  
Establish a task force to review and document areas where 24/7 support is justified. |
<table>
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<tr>
<th>7</th>
<th>Technological innovations in learning</th>
<th>Establish a perpetual bleeding-edge technology task force</th>
<th>Compose a task force composed of students, faculty, and staff who are willing and able to push the envelope in technology supported learning.</th>
<th>Conduct and annual competition for ideas to fund.</th>
<th>Obtain permanent funding to support at least two out-of-the-box ideas a year.</th>
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<tr>
<td>8</td>
<td>Information Security</td>
<td>Establish Information Security Office</td>
<td>Document functionality and responsibilities of NYIT Information Security Office, including relevant costs.</td>
<td>Obtain necessary funding.</td>
<td>Hire staff as indicated.</td>
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<tr>
<td>9</td>
<td>IT Business Continuity Plan</td>
<td>Develop an IT Business Continuity Plan</td>
<td>Refresh the current IT Disaster Recovery Plan.</td>
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<td></td>
<td>IT Governance</td>
<td>Establish an Information Technology Advisory Council</td>
<td>Prepare charter.</td>
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<td></td>
<td>Establish membership.</td>
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<td>Establish annual meeting schedule and agenda.</td>
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<tr>
<td></td>
<td>Establish or re-establish formal governance groups for relevant areas</td>
<td>Establish or re-establish following governance groups: PeopleSoft User Group Oracle User Group Data Warehouse User Group</td>
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<td></td>
<td></td>
<td>As appropriate include membership from students, faculty, and staff.</td>
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<td></td>
<td></td>
<td>Develop a charter for each User Group including voting procedures.</td>
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<td></td>
<td></td>
<td>Establish annual meeting schedule.</td>
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8. **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.

9. Conclusions

In April 2014 the Office of Information Technology and Infrastructure initiated the next NYIT Information Technology Strategic Plan for 2010-2015. 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 12 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 ten 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.
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

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<tr>
<th>ITSP 2015-2020</th>
<th>Title</th>
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<tr>
<td>Member</td>
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<tr>
<td>Ahmad Tabbara</td>
<td>Executive Director</td>
<td>Academic Affairs</td>
<td>Global Academic Programs / AD</td>
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<tr>
<td>Ajisa Dervisevic</td>
<td>Director, Planning, Project Management &amp; Business Affairs</td>
<td>ITI</td>
<td>PMO</td>
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<tr>
<td>Anthony Aquino</td>
<td>Student</td>
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<tr>
<td>Brian Maroldo</td>
<td>Director, Systems, Network &amp; Telecommunications</td>
<td>ITI</td>
<td>Networks, Systems &amp; Telecommunications</td>
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<tr>
<td>Bryan Diaz</td>
<td>Student</td>
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- **SC**: Technology innovation for Learning and Teaching
- **NYIT On-line learning**: Big Data and Business Intelligence
- **Enhance university ERPs and applications**: Infrastructure and Network
- **IT Governance, Compliance and Policy**: Digital Communications
- **Digital Learning Objects**: What students want
- **Outside the box**:
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<td>Charles Matz</td>
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<tr>
<td>Dan Quigley</td>
<td>Associate Professor</td>
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<tr>
<td>David Cirella</td>
<td>Librarian I, Instruction/User</td>
<td>Academic Affairs</td>
<td>Library</td>
<td>X</td>
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<tr>
<td>David Potocki</td>
<td>Director, Annual Giving</td>
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<tr>
<td>Elaine DellaVecchia</td>
<td>Assistant Professor</td>
<td>Health Sciences &amp; Medical Affairs</td>
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<td>Eleni Nikitopoulos</td>
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<td>Elizabeth Ulatowski</td>
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<td>Francine Glazer</td>
<td>Assistant Provost/Director</td>
<td>Academic Affairs</td>
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<td>Gina Dorso</td>
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<td>Huanying Gu</td>
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<td>Jeahyeon Ahn</td>
<td>Manager, Instructional Design</td>
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<tr>
<td>John Roleke</td>
<td>Director, Digital Media</td>
<td>C&amp;M</td>
<td>Editorial &amp; Web Communications</td>
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<tr>
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<td>Kim Kramer-Romero</td>
<td>Research Associate</td>
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<td>Laurie Harvey</td>
<td>Director, Client Services</td>
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## Appendix B: Goals

### GOAL 1: Next Generation of Collaborative Learning Spaces

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

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<th>Progress / Accomplishments</th>
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| 1.1. Create an Ed Tech sub-committee to establish and manage the implementation of state-of-the-art collaborative learning spaces. This sub-committee should be re-authorized every year. | Develop a blueprint for the next generation collaborative learning space by providing multiple input and output solutions, including BYOD to the students. | Funding | • AA  
• CS | | | | | | | |
| | Manage the implementation of a pilot solution. | Funding | • AA  
• CS | | | | | | | |
| Identify the required scope and quantity of such spaces on each campus. | • AA  
• CS |
| --- | --- |
| Establish a mechanism to keep the standard and specification fresh and updated over the years. | • AA  
• CS |

**GOAL 2: On-Line Learning Enhancements**

**KEY PERFORMANCE INDICATOR(S)**
- 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

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| 1.1. Create an Ed Tech sub-committee to review and make recommendations on the LMS systems. This committee should be re-authorized every year. | On an annual basis conduct and deliver an analysis and report regarding the state-of-the-art on LMS systems. Determine what is the best system and/or approach to use for NYIT. When indicated make a recommendation to implement a different solution. | • CLT/Online learning  
• CS |
| One-size-fits-all LMS may not be the proper answer in the future. We need to look at modular solutions that bring different modules | Funding | • CLT/Online learning  
• ESS |
| 1.2. Reauthorization of the Higher Ed Act/SARA implementation | Develop a solution to assure that the student who is registered for the course is the one interacting with the LMS according to federal laws and guidelines. | Funding | • CLT/Online learning  
• ESS |

| 1.3. Video Support Services | Develop a solution to determine the last day of participation based on NYIT policies and guidelines. | Funding | • CLT/Online learning  
• ESS |

| 1.3. Video Support Services | Research, recommend, and adopt an institution-wide video management system which provides consistent ease-of-use to record, edit, and publish. | Funding | • CLT/Online learning  
• CS |

| 1.3. Video Support Services | Establish a media specialist position in Media Services to support faculty in the development and use of videos to support teaching and learning. | Funding | • CLT/Online learning  
• CS |
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| • Measurable:  
  • Number of high-level reports and dashboards delivered  
  • Ease of access  
  • End User satisfaction  
  • End user productivity  
  • Usability  
  • System uptime, reliability and availability  
• Non-Measurable:  
  • Schools/departments using institutional data to obtain information |
| Initiatives | Deliverables | Dependencies | Responsible Party | FY 16 | FY 17 | FY 18 | FY 19 | FY 20 | Progress / Accomplishments | Resource Development Potential |
| 1.1. In collaboration with appropriate other divisions establish the unit as a virtual university unit | Collaboratively develop the charter and operational guidelines of the unit. |  | • VBIO |  |  |  |  |  |  |  |
|  | Assign/hire staff from appropriate divisions to the unit | Funding | • VBIO |  |  |  |  |  |  |  |
|  | Integrate all data from across the enterprise; eliminate data silos |  | • VBIO |  |  |  |  |  |  |  |
|  | Establish a "single version of truth" for all university level parameters, indicators, and metrics. |  | • VBIO |  |  |  |  |  |  |  |
| 1.2. Establish primary goals, objectives, and deliverables for the unit | Every year establish annual goals and deliverables for the unit. Members of the unit and their management will be collectively and individually responsible for these deliverables. | • VBIO |
| Implement predictive models in the areas of enrollment, student performance, and institutional capacity. | • VBIO |
| Develop and implement an executive dashboard. | • VBIO |
| 1.3. Provide more advanced training in higher-level business intelligence concepts | Power users should have access to training and tools to do higher level analysis like trend analysis, regression analysis, predictive modeling, and forecasting. This would eliminate the need for external consultants. | Funding • VBIO |
**GOAL 4:** Enhance University systems and business processes

**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

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<th>FY 20</th>
<th>Progress / Accomplishments</th>
<th>Resource Development Potential</th>
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</thead>
<tbody>
<tr>
<td>4.1. Establish a task force to review and make recommendations for PeopleSoft Campus Solutions</td>
<td>Develop a prioritized list of technical and business process enhancements and improvements to PeopleSoft Campus Solutions</td>
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<td>• ESS</td>
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<tr>
<td>4.2. Establish a task force to review and make recommendations for Oracle eBusiness Suite</td>
<td>Develop a prioritized list of technical and business process enhancements and improvements to Oracle eBusiness Suite.</td>
<td>Funding</td>
<td>• ESS</td>
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<tr>
<td>4.3. Establish a task force to review and make recommendations for myNYIT portal</td>
<td>Enhance and redesign My NYIT with mobile-first framework. Integrate with calendar functions, allowing students to subscribe to topics of interest.</td>
<td>Funding</td>
<td>• WEB</td>
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<td>GOAL 5:</td>
<td>Systems training</td>
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</table>
| **KEY PERFORMANCE INDICATOR(S)** | • Measurable:  
  - Benchmark the needs of technology and technology training of the community  
  - End user satisfaction  
  - End user productivity  
  - Volume of support calls received  
  - Volume of traffic on the FAQ web pages  
  • Non-Measurable: |

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<tr>
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<th>Resource Development Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1. Establish a framework and set of solutions for systems training across NYIT community</td>
<td>Develop and implement a staff training framework.</td>
<td>Funding</td>
<td>• IT/Business Units</td>
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<td></td>
<td>Develop and implement a faculty training framework.</td>
<td>Funding</td>
<td>• IT/Business Units</td>
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<td></td>
<td>Develop and implement a student training framework.</td>
<td>Funding</td>
<td>• IT/Business Units</td>
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</tbody>
</table>
## GOAL 6: Technologically created ubiquitousness

### KEY PERFORMANCE INDICATOR(S)

- **Measurable:**
  - End user satisfaction
  - End user productivity
  - Non-Measurable:

### Initiatives

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<thead>
<tr>
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<th>FY 20</th>
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<th>Resource Development Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1. Enhance wireless network infrastructure to provide ubiquitous coverage and availability</td>
<td>Biennially conduct an assessment of the wireless network infrastructure and publish results.</td>
<td>• S&amp;N</td>
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<td></td>
<td>When necessary, develop a new plan to improve wireless network infrastructure based on available technology.</td>
<td>Funding</td>
<td>• S&amp;N</td>
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<td></td>
<td>Upgrade wireless network infrastructure.</td>
<td>Funding</td>
<td>• S&amp;N</td>
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<tr>
<td>6.2. Support BYOD philosophy and reality</td>
<td>Provide infrastructure and support for BYOD.</td>
<td>Funding</td>
<td>• S&amp;N</td>
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<tr>
<td>6.3. 24/7 Service Central support</td>
<td>Establish a task force to review and document areas where 24/7 support is justified.</td>
<td>Funding</td>
<td>• CS</td>
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<td>Based on the results develop and publish a 24/7 Service Central model.</td>
<td>Funding</td>
<td>CS</td>
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<tr>
<td>Obtain funding and implement model.</td>
<td>Funding</td>
<td>CS</td>
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<tr>
<td><strong>6.4. Ubiquitous connectivity for learning</strong>&lt;br&gt;Always available, always “on” video conferencing. Class spaces will be able to link at anytime to any place to connect whomever needs to be connected.</td>
<td>Funding</td>
<td>CS</td>
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<td><strong>6.5. University digital collection management</strong>&lt;br&gt;Develop a blueprint and architecture to host and house all of university digital collection of diverse items, built on industry standard systems.</td>
<td>Funding</td>
<td>CS</td>
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<tr>
<td>Obtain funding and implement the design, most probably in phases.</td>
<td>Funding</td>
<td>CS</td>
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</table>
## GOAL 7: Technological innovations in learning

### KEY PERFORMANCE INDICATOR(S)

- **Measurable:**
  - Number of pilot projects undertaken
  - Number of projects implemented
  - Student satisfaction surveys
  - Faculty satisfaction surveys
- **Non-Measurable:**

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</thead>
</table>
| 7.1. Establish a perpetual bleeding-edge technology task force | Compose a task force composed of students, faculty, and staff who are willing and able to push the envelope in technology supported learning. |  | • CTL/Online Learning  
• CS |  |  |  |  |  |  |  |
|  | Conduct and annual competition for ideas to fund. |  | • CTL/Online Learning  
• CS |  |  |  |  |  |  |  |
|  | Obtain permanent funding to support at least two out-of-the-box ideas a year. |  | • CTL/Online Learning  
• CS |  |  |  |  |  |  |  |
### GOAL 8: Information Security

#### KEY PERFORMANCE INDICATOR(S)

- **Measurable:**
  - Creation of Office of Information Security
  - Recruitment of a Director
  - University Information Security Policies
  - Lack of unauthorized disclosures and breaches
- **Non-Measurable:**
  - Outreach to departments regarding information security

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<th>Resource Development Potential</th>
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<tbody>
<tr>
<td>8.1. Establish Information Security Office</td>
<td>Document functionality and responsibilities of NYIT Information Security Office, including relevant costs.</td>
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<td>• VP ITI</td>
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<td></td>
<td>Obtain necessary funding.</td>
<td>Funding</td>
<td>• VP ITI</td>
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<td></td>
<td>Hire staff as indicated.</td>
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<td>• VP ITI</td>
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<td></td>
<td>Develop information security policies, including necessary enforcement protocols to cover: security monitoring, vulnerability assessment, penetration testing, threat prevention, detection, and remediation, incident management and reporting.</td>
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<td>• ISO</td>
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### GOAL 9: IT Business Continuity Plan

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<th>KEY PERFORMANCE INDICATOR(S)</th>
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<th>Resource Development Potential</th>
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<tbody>
<tr>
<td>Measurable:</td>
<td>Refresh the current IT Disaster Recovery Plan.</td>
<td>• S&amp;N</td>
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<td>Measurable:</td>
<td>Establish the business continuity requirements for IT.</td>
<td>Funding</td>
<td>• S&amp;N</td>
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<tr>
<td>Non-Measurable:</td>
<td>Develop IT Business Continuity Policy and Plan.</td>
<td>Funding</td>
<td>• S&amp;N</td>
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<td>The policy must include annual review and formal testing.</td>
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<td>• S&amp;N</td>
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<td>GOAL 10:</td>
<td>IT Governance</td>
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<td><strong>KEY PERFORMANCE INDICATOR(S)</strong></td>
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| • 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 |

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<tbody>
<tr>
<td><strong>10.1. Establish an Information Technology Advisory Council</strong></td>
<td>Prepare charter.</td>
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<td></td>
<td>Establish membership.</td>
<td>Funding</td>
<td>• PMO</td>
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<td></td>
<td>Establish annual meeting schedule and agenda.</td>
<td>Funding</td>
<td>• PMO</td>
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<tr>
<td><strong>10.2. Establish or re-establish formal governance groups for relevant areas</strong></td>
<td>Establish or re-establish following governance groups: PeopleSoft User Group Oracle User Group Group Data Warehouse User Group</td>
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<td>As appropriate include membership from students, faculty, and staff.</td>
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<td>Develop a charter for each User Group including voting procedures.</td>
<td>● PMO</td>
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<tr>
<td>Establish annual meeting schedule.</td>
<td>● PMO</td>
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