

AU ADELPHI UNIVERSITY

Information Technology Plan 2016-2019



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Technology is ubiquitous. It impacts every aspect of our lives—how we communicate, work and learn. That last point is especially relevant for Adelphi. Our current students, as well as future students, have grown up in a technology-infused culture. There is an expectation that technology will be incorporated in their academic studies and their professors will use technology to expand learning beyond the boundaries of the traditional classroom. But the applications have to be effective and efficient in order to propel students forward in their academic pursuits and toward a successful career. The implementation of that technology requires an organized, comprehensive, forward-thinking approach.



The Information Technology Plan 2016-2019 is a series of strategic initiatives developed to support *Momentum: The Strategic Plan for Adelphi University 2015-2021* and the transformation to the digital campus it envisions. Through its goals and key actions, the Information Technology Plan is committed to driving the success of *Momentum* that cites Adelphi's mission, vision and values as its cornerstone.

"Community and collaboration" is one of Adelphi's values identified in *Momentum*. It is that value that is reflected in the creation of the 2016-2019 plan. The Office of Information Technology (Adelphi IT) reached out to University stakeholders for their input and comments. Furthermore, as members of key committees representing academic, administrative and student groups, Adelphi IT staff is keenly aware of the opportunities and challenges facing the University. All these factors were considered in the development of the plan.

Adelphi IT plays a critical role in the University's digital transformation; investment in information technology is essential to ensuring the realization of the University's goals and future growth. Adelphi IT brings a broad range of skills and competencies to the University, which creates the foundation for realizing our stated goals. Our knowledgeable staff provides viable and targeted solutions. Adelphi IT is also called upon many times for its expertise in renovation and construction projects including the planning, coordination, procurement and integration efforts for the Nexus Building and Manhattan Center, among other projects.

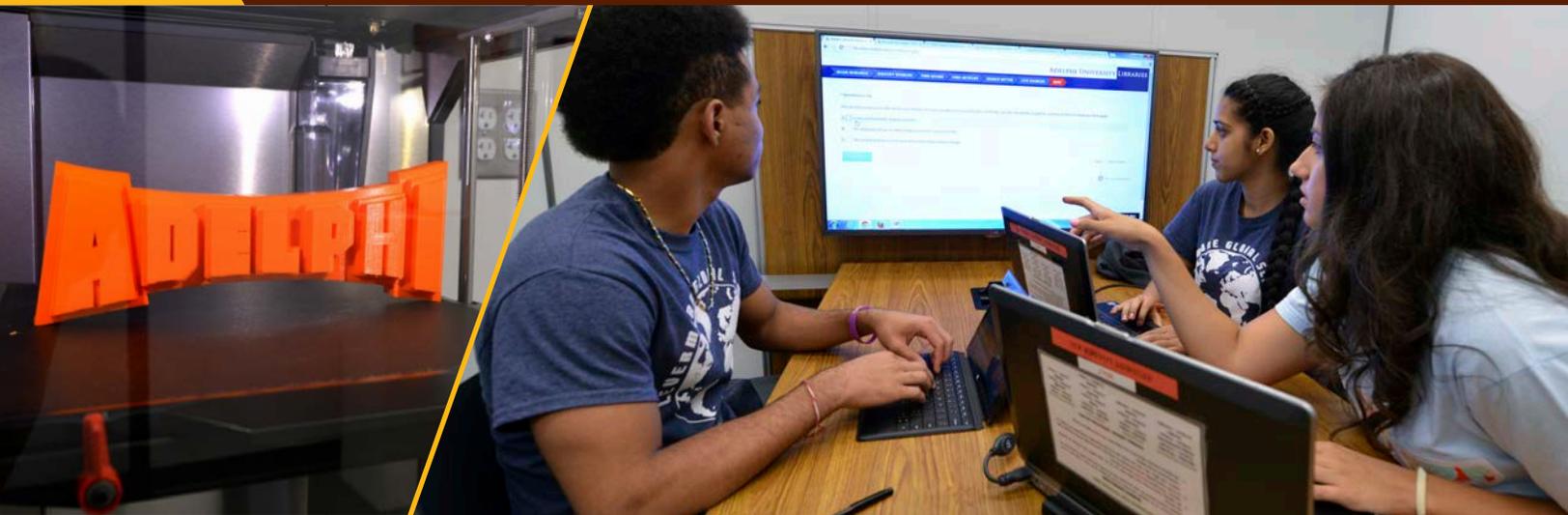
As we go forward with implementing the 2016-2019 plan, we will apply best practices to raise efficiency, increase effectiveness and mitigate risk. We seek to streamline functions, improve accessibility and enrich the student experience, taking into account "global awareness and diversity," another Adelphi value. In implementing this plan, Adelphi IT will apply the transparency that is a hallmark of all its operations.

Like *Momentum*, the Adelphi IT plan is dynamic and future-oriented. It is incumbent upon us to identify, assess and adapt emerging technologies that will further enhance the educational experience and give students an advantage in a very competitive, technology-dominated world.

Adelphi IT is a proud partner in this exciting endeavor.

A handwritten signature in black ink, appearing to read "Jack Chen". The signature is fluid and cursive, written over a light gray rectangular background.

Jack Chen, Chief Information Officer



The Information Technology Plan 2016-2019 is a series of strategic initiatives aligned with and designed to support the goals detailed in *Momentum: The Strategic Plan for Adelphi University 2015-2021*. This fourth plan by the Office of Information Technology (Adelphi IT) represents the next step forward, building on the foundation of each of the previous plans. This plan, as the others, was developed after performing in-depth needs analyses and in discussion with University stakeholders.

The first Adelphi IT plan, covering the period from 2004 to 2007, centered on building a solid and reliable infrastructure and expanding server capacity. The following plan, from 2007 to 2010, focused on creating the applications and services that streamlined processes, improved productivity and realized cost savings. The 2011 to 2014 plan focused on infusing technology into the curriculum to enhance learning, teaching and research. The 2016 to 2019 plan leads us on the path to realizing the transformation of Adelphi to a digital campus.

The current three-year plan will be evaluated and updated annually to ensure that it meets the needs of the University as *Momentum* is implemented. An annual review provides the flexibility to respond to changing priorities and to incorporate emerging technology to benefit all stakeholders.

Adelphi IT Mission

Adelphi IT provides a modern, integrated and secure information technology environment that supports and extends the vision of Adelphi as a modern university.

Adelphi IT Vision

Adelphi IT will be known as a strategic, knowledgeable and trusted partner and as a technology leader. In this role, Adelphi IT will be proactive, flexible, and at the forefront in leading the University on its journey as it transforms to a digital campus.

Adelphi IT SWOT Analysis

The results of the IT SWOT analysis were also used in determining these strategic initiatives. This plan builds on the strengths, responds to the weaknesses, recognizes the opportunities, and acknowledges the threats identified in the analysis that was completed in September 2015.

Robust secure technology and a well-developed understanding of the University's business processes, complemented by the strong team synergy of Adelphi IT's skilled staff were among the strengths. However, given the emphasis on customer service, Adelphi IT staff was often over-extended, a fact that was cited as a weakness. More active involvement in academic activities and expanded mobile computing were noted among the opportunities. The competition from the private sector for key Adelphi IT staff presents a threat to retaining qualified people, along with the subsequent disruption in delivering essential services.

The complete IT SWOT analysis is included in the addenda.

Momentum Goals

The Information Technology Plan 2016-2019 is aligned with and designed to support the goals detailed in *Momentum: The Strategic Plan for Adelphi University 2015-2021*. *Momentum* is centered around six transformational goals.

- Create a world-class academic experience
- Be relentlessly dedicated to student success
- Establish Adelphi as a model of diversity and inclusion
- Develop a powerfully connected university
- Ensure smart growth, financial strength and operational excellence
- Become a well-known and widely recognized university

GOAL A

Support academic excellence

GOAL B

Provide state-of-the-art technologies
to support student success

GOAL C

Create an agile and scalable information technology
infrastructure to support the *Momentum* strategic plan

GOAL D

Streamline processes to support operational excellence

GOAL E

Support organizational growth and
implement best practices for higher education

Goal A: Support academic excellence

Students select a university with an established reputation of academic excellence, scholarly output and creative endeavors. Collaborative classrooms and labs equipped with multimedia and expanded wireless coverage offer opportunities for innovative learning and teaching. Adelphi IT initiatives will contribute to academic excellence.

Key Initiative 1: Enhance classroom technology to support teaching and learning

ACTION ITEMS:

- Engage faculty classroom advisory group to consult on improving classroom design and developing alternative learning spaces.
- Enhance all classrooms with the most current multimedia, video on-demand and internet access as feasible.
- Expand wireless coverage to ensure high-speed access across the Garden City campus and the Centers.
- Partner with the Faculty Center for Professional Excellence (FCPE) and faculty in implementing ePortfolio initiative.
- Partner with Department of Mathematics and Computer Science to build a digital forensics and cybersecurity lab and a game development lab in support of new degree programs.
- Support School of Education STEAM initiative by creating a MakerSpace lab.
- Collaborate with the Office of the Provost to create new technology-enhanced science labs.

Key Initiative 2: Support faculty scholarship and creative work

ACTION ITEMS:

- Work with Faculty Senate to redesign the faculty profile website that emphasizes research and creative work.
- Create an Adelphi IT unit that provides technical support for faculty research, creative work and grant applications.
- Collaborate with the University Libraries to provide support for digital commons initiative.
- Create an emerging technology lab where faculty can experiment with technology such as virtual reality, augmented reality, 3-D printing, artificial intelligence, data visualization and telemedicine.

- Collaborate with the College of Nursing and Public Health to utilize emerging technology such as Internet-of-Things (IoT) to create model smart homes that envision the future of homecare.
- Acquire Qualtrics survey software to support qualitative faculty research.
- Continue to investigate the feasibility of participating in Internet2 initiative.

Key Initiative 3: Support faculty instructional development

ACTION ITEMS:

- Support faculty development through the New York Higher Education Technology Forum (NYHETF) consortium to create a regional "Teaching with Technology Fair" to showcase faculty use of technology in instruction.
- Designate Adelphi IT capital fund to support faculty use of technology.
- Partner with academic units to evaluate and implement online test-taking software for the respective disciplines.
- Work with FCPE and faculty in assessing technology solutions to detect plagiarism for online and distance education programs.
- Collaborate with FCPE to explore use of Badging (micro credential) in curricula as well as investigate Open Educational Resources (OER) that may reduce students' educational cost.
- Support and expand the ability to use big data, data analytics and data visualization in curricula.
- Collaborate with the Office of the Provost to redesign the faculty support portal by providing a centralized location on eCampus for all University faculty resources including policy, procedures and documents.

Key Initiative 4: Support academic administrative efforts

ACTION ITEMS:

- Collaborate with deans to identify specific technology applications that enhance their respective programs for supporting accreditation or re-accreditation standards.
- Expand Data360 to provide academic units with relevant information for recruitment, retention and academic program planning.
- Redesign academic websites to optimize navigation and promote academic programs including recruitment and faculty highlights.
- Develop document-imaging infrastructure to support academic units' digitalization efforts.

- Expand training academic staff on the proper use of academic information systems.
- Support the upgrade or replacement of the ALICAT library information systems.
- Collaborate with the Office of the Provost in implementing Ad Astra academic resource planning initiative.



Goal B: Provide state-of-the-art technologies to support student success

Student success begins with putting students in control of their academic careers. Students expect accurate and reliable self-service solutions with 24/7 accessibility, often via wireless. The effective use of technology based on integrated and intuitive processes can enhance the student experience.

Key Initiative 1: Expand eCampus portal and AU2Go mobile apps to streamline student services and facilitate immediate access to information

ACTION ITEMS:

- Create an advisory group composed of members of the Student Government Association (SGA) and the Student Technology Advisory Committee (STAC) to gain student input on technology deployment.
- Redesign eCampus portal to become a virtual student center that provides all student-related services in one convenient, easily accessible location.
- Enhance AU2Go mobile apps to provide access to campus digital resources including course management systems, library resources, CLASS, academic notifications and alerts.
- Create a secure AU2Go digital ID app that expands student access to campus services.
- Expand printing services to all residence halls and University off-campus housing locations.
- Conduct bi-annual technology survey of students and use the results to continue to improve services.
- Create a parent portal that encourages parents' engagement with the University during the application process and after admission.

Key Initiative 2: Ensure student success through new technology initiatives

ACTION ITEMS:

- Collaborate with the Office of Academic Services and Retention to implement a software solution to support the student retention and advising initiative.
- Streamline student academic program planning, course selection, registration and degree audit process to ensure a clear path to graduation.
- Work with SGA to acquire self-taught online learning solutions to provide student access to vast tutorial programs to complement their academic work.
- Redesign Information Commons to provide bring your own device (BYOD) areas for individual study and group collaboration.

- ▶ Collaborate with the University Libraries to expand technology-enhanced learning spaces.
- ▶ Work with the Office of the University Registrar to investigate the deployment of digital diplomas that will expedite diploma distribution as well as reduce fraudulent diploma incidences.
- ▶ Investigate technology solution to enhance student academic program planning.
- ▶ Explore the use of ChatBot to enhance the student academic experience and streamline services.

Key Initiative 3: Support student extra- and co-curricular activities

ACTION ITEMS:

- ▶ Work with the Office of Student Affairs to implement co-curricular transcript tracking database.
- ▶ Collaborate with the Center for Career and Professional Development to create a database to maintain student internship, experiential learning and research activities.
- ▶ Expand Adelphi IT internship program to provide student hands-on experience in developing valuable technology skills.
- ▶ Collaborate with the Center for Career and Professional Development to connect technology vendors with internship opportunities for Adelphi students.
- ▶ Expand technology loaner program to support student off-campus research, field work or athletic competition.
- ▶ Continue working with academic units to support student entrepreneurship activities including funding and advising.





Goal C: Create an agile and scalable information technology infrastructure to support the *Momentum* strategic plan

Creating a flexible and reliable infrastructure is essential for supporting the University mission. The ability to upgrade servers, expand bandwidth and use Open Source and cloud computing solutions enables increased ability for improved services at lower cost and provides the capability to adapt emerging technologies.

Key Initiative 1: Create a secure, scalable network and server infrastructure to support the University's strategic growth

ACTION ITEMS:

- Acquire and implement Qwilt solution to reduce both network traffic and bandwidth usage and improve service quality to residential students.
- Upgrade and expand virtual private network (VPN) access to enable easy and secure remote access to campus digital resources.
- Migrate the administrative systems platform from AIX to Red Hat Enterprise Linux (RHEL) to expand the server capacity at a lower operating cost.
- Expand and extend network bandwidth to off-campus locations including the Centers and student housing facilities.
- Deploy IPv6 addressing protocol to internet-facing web infrastructure to enable global reach of the University's web presence.
- Continue expansion of high-speed wireless network coverage to include outdoor space and parking garage.
- Deploy Microsoft Direct Access (MSDA) to provide enterprise connectivity to resources and management of endpoints remotely.

- Provide modern technology infrastructure to support the management and relocation of the Office of Public Safety and Transportation.

Key Initiative 2: Improve information security and identity management process to streamline user access

ACTION ITEMS:

- Replace current identity management program with Microsoft Azure Identity Management solution.
- Streamline password changes and adopt the industry standard secure self-service practices.
- Enhance network security by deploying the next-gen Palo Alto Networks firewall solution.
- Continue to engage service providers to conduct network security penetration test to solidify information security posture every two years.
- Enhance information security practices by contracting outside vendor to identify email phishing gap as well as educate campus users to be vigilant of identity theft.
- Institute "Cloud First" strategy to create an agile, scalable and less costly infrastructure.
- Collaborate with campus Incident Response Team to develop a cybersecurity response plan.

Key Initiative 3: Ensure the University's digital resources are accessible to a diverse audience

ACTION ITEMS:

- Expand technology rental program that enables low-income students to have equal access to personal technology devices through collaboration with the Office of Student Financial Services.
- Enhance assistive technology, tools and other contemporary approaches to ensure that the University's digital resources and websites are more easily accessible to people with disabilities and ADA compliant.
- Modify systems and create procedures to support diversity by facilitating name changes for foreign students and offering expanded gender identification options for the LGBTQ community.
- Encourage Adelphi IT staff to participate in the University-sponsored diversity training certificate program.

Goal D: Streamline processes to support operational excellence

Technology-optimized processes drive efficiency, effectiveness and cost savings. Implementing technology solutions with user-friendly processes also improves data collection, expedites workflow and encourages collaboration through shared, more easily accessible information.

Key Initiative 1: Support enrollment growth

ACTION ITEMS:

- Replace weekly admission report using Tableau analytics application to create an interactive daily admission data dashboard.
- Work with the Office of the Provost to optimize course planning and classroom utilization.
- Redesign the public adelphi.edu website to align with newly established branding standards, encourage engagement and drive enrollment, and further support industry standards for mobile accessibility.
- Review and improve web analytics tools and processes through search engine optimization (SEO) to support data-driven enrollment marketing efforts.
- Collaborate with the Facilities Management Department and the respective academic departments to modernize specialty labs, classroom technology and furnishings to meet current student expectations.
- Consult with Executive Leadership and campus units to assess current administrative systems (student information, human resources, facilities and financial) and plan for modernization of the University's administrative systems to support enrollment growth.
- Support the expansion of the Manhattan Center and develop a comprehensive technology support structure to meet enrollment growth.
- Assist the Department of Athletics in implementing a recruitment application that is seamlessly integrated with the Slate admission system.

Key Initiative 2: Streamline administrative processes and reduce administrative costs

ACTION ITEMS:

- Collaborate with the Operational Excellence Council to implement the committee's recommendations.
- Migrate Pearson Moodle to Amazon AWS cloud solution to enhance reliability and services.
- Work with the Controller's Office to implement online services such as travel, tuition billing, procurement, and time and leave process.

- Implement technology solution as recommended by the internal audit to optimize employee overtime expenses.
- Assist administrative units to review internal business processes to streamline operations, facilitate accountability, enhance services and reduce operating costs.
- Upgrade and expand document-imaging solutions to include the Office of Human Resources, College of Nursing and Public Health, Controller's Office, etc.
- Support the Facilities Management Department to implement a comprehensive technology solution to modernize facilities operations.
- Work with the Office of Human Resources to optimize its processes and assess its future technology needs.
- Support development and implementation of centralized, brand-controlled management of campus digital signage content to include establishment of new signage as well as a rebuild on existing signage content.

Key Initiative 3: Support campus sustainability efforts to distinguish Adelphi as a leader in environmental practices

ACTION ITEMS:

- Identify and engage vendors who incorporate sustainability in their business.
- Select and create annual contractual agreement with vendors to recycle retired technology equipment.
- Expand and improve auto-shutdown processes during off-hours to reduce energy consumption including computers in the open labs and projectors in classrooms, where appropriate.
- Continue the bi-annual electronic equipment recycling events available for the entire Adelphi community.
- Standardize Adelphi IT purchasing procedure to ensure information technology equipment conforms to energy-saving standards as well as utilizes environmentally friendly components.



Goal E: Support organizational growth and implement best practices for higher education

Ensuring staff development and effective customer service provides a firm foundation for implementing strategic initiatives, as well as expediting day-to-day activities. Policies and procedures within Adelphi IT will be assessed and adjusted to promote transparency and optimize best practices for higher education.

Key Initiative 1: Ensure Adelphi IT employees have a balance of technical and soft skills

ACTION ITEMS:

- Continue to maintain Adelphi IT staff retention rate at 90 percent or above through efforts to encourage professional growth.
- Conduct annual technical skill assessment for Adelphi IT staff and create database to track the progress of staff skills development.
- Continue Adelphi IT staff involvement with NYHETF and share best practices with higher education peers.
- Work with the Office of Human Resources to provide leadership training for new Adelphi IT managers as well as communication and customer services training for general Adelphi IT staff.
- Encourage Adelphi IT staff to further their professional development through taking courses or attending conferences.
- Hold staff-organized collaborative sessions on topics of interest to Adelphi IT staff in order to share information and skills.
- Encourage Adelphi IT staff to participate in University-sponsored professional development programs such as diversity certificate, project management and customer services.
- Create staff advancement and mobility opportunities within Adelphi IT whenever appropriate.

Key Initiative 2: Enhance the level of customer service with a focus on developing customer-centric solutions

ACTION ITEMS:

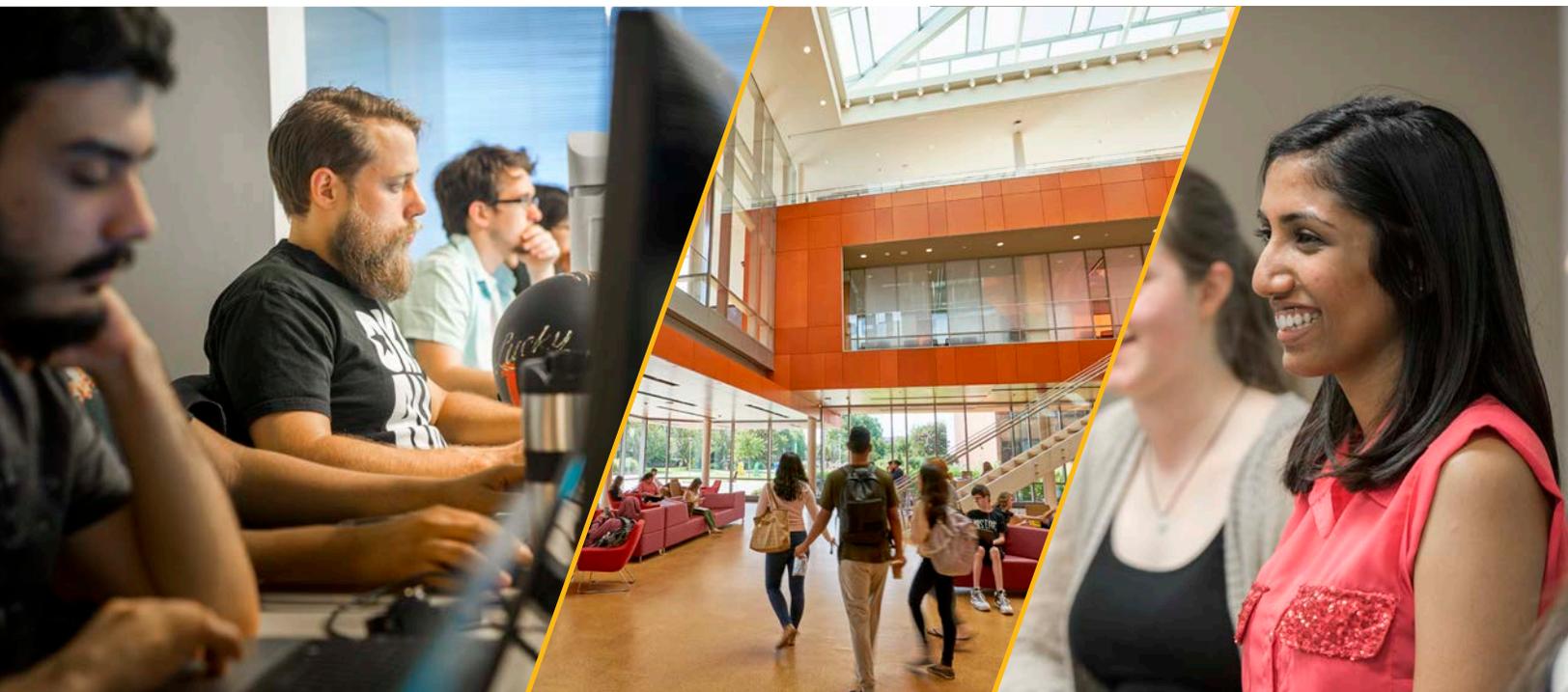
- Review call center applications and upgrade the system to improve customer experience.
- Implement a unified communication solution protocol to create a comprehensive contact center solution to expedite customer services.

- Review Adelphi IT service units and create a customer-centric service organizational support structure.
- Formalize Information Technology Marketing Committee to strategize information technology project rollout for high-level user experience.
- Conduct regular customer services survey for continuous improvement.
- Provide training to University staff on the effective use of administrative information systems.

Key Initiative 3: Ensure integrity and transparency in all policies and Adelphi IT governance

ACTION ITEMS:

- Conduct monthly CIO update for the entire Adelphi IT department.
- Develop information technology metrics and visual dashboard to measure Adelphi IT effectiveness and to also benchmark against peer institutions and industry standards.
- Develop ongoing Adelphi IT Communications plan and investigate additional outreach methods to reduce reliance on email and improve user engagement.
- Expand Administrative Computing Committee (ACC) to include academic and administrative issues and change the name of ACC to Campus Technology Committee (CTC) to better reflect Adelphi IT's mission.
- Revamp Adelphi IT homepage to better showcase services and initiatives to the campus community.
- Realign Adelphi IT organizational structure as necessary in support of the *Momentum* strategic plan.



In October 2016, the Office of Research, Assessment and Planning (ORAP) conducted a weeklong survey among 800 students and 90 percent of respondents rated overall Adelphi IT services as excellent or good. While we are very pleased with that result, we recognize that we must continue and move forward with expanded strategic initiatives. The Information Technology Plan 2016-2019 sets forth a course of action that will increase and enhance the use of technology across the University and the Centers.

Streamlined processes, improved data collection and targeted analyses will help us make better-informed decisions for a University relentlessly dedicated to student success. Exploring and exploiting emerging technology will support academic excellence and teaching and research. From academic research and teaching to student activities and administrative procedures, technology will play an increasingly important role. In a sense, it mirrors the way technology has impacted our lives.

Yet the use of technology in academia comes with a unique obligation on the part of Adelphi IT and the University. Our students represent the future; it is incumbent that we help them develop the skills they will use across a myriad of careers in many different environments. Some of these opportunities have not yet even manifested themselves. The ability to learn in collaborative spaces, to hone skills in simulation labs that mimic real-life situations or to follow self-taught courses of study are skills that are necessary to be competitive in a global marketplace. And they all share a common foundation: technology.

The Adelphi IT plan is a dynamic blueprint for the transformation to a digital campus. It was developed after much research and conversation with academic and administrative departments and will be implemented with transparency and subject to measurable goals. Dedicated to supporting *Momentum: The Strategic Plan for Adelphi University 2015-2021*, the Adelphi IT plan reaffirms its mission as an integral partner in Adelphi becoming a “well-known and widely recognized university.”



Information Technology Leadership

Jack Chen, Chief Information Officer

Carol Ann Boyle, Deputy Chief Information Officer

Joseph Battaglia, Director of Budget, Planning and Telecommunications

Michael DiCrescio, Director of Enterprise Information Systems

Fred Hicks, Director of Network and Communications

Erica Klein-Meisenhelter, Director of Strategic Web Design and Production

Kees Leune, Information Security Officer and
Assistant Professor, Department of Mathematics and Computer Science

Avery Bourgeois, Manager of Endpoint Integration

Scott Finkelstein, Manager of Web Technologies

Diane Iafrate, Manager of Financial Systems

Corey Italiano, Manager of Database Support Services

Charles Kulins, Manager of Customer Services

Ryan Monroe, Manager of Network and Systems

Kerry Nicollet, Manager of Project Management

Mark Proto, Manager of Telecommunications

Barbara Schor, Manager of Academic Systems

Contributing Committees

Campus Technology Committee (CTC)

Senate Committee on Academic and Information Technology (SCAIT)

Student Government Association (SGA)

Student Technology Advisory Committee (STAC)

Executive Leadership

Sam L Grogg, Interim Provost and Executive Vice President

Timothy P. Burton, Executive Vice President of Finance and Administration

Perry Greene, Vice President for Diversity and Inclusion

Audrey Blumberg, Deputy Provost

Kristen Capezza, Associate Vice President for Enrollment Management

Esther Goodcuff, Associate Vice President of Student Affairs

Maggie Yoon Grafer, Chief of Staff

Academic Deans

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ADELPHI IT SWOT ANALYSIS

STRENGTHS

- High standards for ethics and professionalism; strong technical competency.
- Skilled staff with strong team synergy and ability to collaborate with faculty, students and staff.
- Proud of transparency and its practices to include faculty, students and administration in advisory roles.
- Robust, secure technology, excellent customer service and support.
- Innovative, agile and embraces continuous improvement.
- Strong planning-based approach (IT strategic plans, project management and resource planning).
- Very well-developed understanding of the University's business processes.
- Cost reduction through process improvement and technology innovation.
- Strong Business Continuity practices.
- Excellent network of vendors.

WEAKNESSES

- IT needs to improve communicating its value as a strategic partner to all parts of the University.
- Coordinating service delivery sometimes leads to delays. Reporting on ongoing projects can be enhanced.
- Delineation of responsibilities between campus units for processes (such as academic technology support, website development, compliance, and recruitment and admissions processes) is not always clear.
- IT needs to improve the way in which it prioritizes requests. IT regularly overextends its staff to provide support services requested by other departments. Director and supervisors must be hands-on to complete workload.
- Heavy reliance on student employees may lead to occasional inconsistent outcomes.

OPPORTUNITIES

- Collaborate with ORAP to enhance data-driven decision making.
- Active participation in recruitment, enrollment and retention.
- IT's project management methodology can serve as a blueprint for a University Project Management Office.
- Continue to grow as a campus leader for process- and technology innovation.
- More active involvement of IT staff with academic activities.
- Opportunities to support non-tuition revenue activities.
- IT can continue to improve administrative efficiencies through enterprise computing.
- Mobile computing, online multichannel communication, collaboration technology and digital media are rapidly developing areas in which IT can play a critical role.
- Collaborate with the Libraries to create contemporary learning spaces.

THREATS

- Continued risk of cyber attacks may lead to reputational damage and remediation cost.
- Acquisition of technology services without early IT involvement may lead to inefficiencies, loss of compliance, increased risk to the University and complicates technical integrations.
- Increased demand for technology skills and competitive salaries in the private sector will lead to difficulty to retain key IT staff, or to replace staff when they leave their position.
- Increased demand for IT to take a significant role in compliance and legal affairs without readily accessible in-house legal counsel.
- Lack of technology awareness and insufficient technology literacy among administration and staff.
- Maintenance of in-house ERP/SIS requires retention of highly specialized staff.



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