



ITHACA
COLLEGE

Information Technology

IT Division Strategic Goals and Objectives
2021 - 2022 Academic Year

1. Support the college in emerging from the pandemic and in reimagining how the college delivers its services and performs its operations across the institution.

Throughout the 2021-22 academic year the college will continue to need to adjust its approaches to teaching, learning and working. As an IT organization serving the college, we will build upon the knowledge, experiences, and techniques we've learned from the past 20 months to help the institution adjust to new realities and establish new methods. We will continue to model and share best practices, explore and implement technologies, and continually assess, adjust and adapt our operational methods.

| <u>Objective</u> | <u>Owner</u> | <u>Outcome</u> | <u>Target</u> |
|--|--------------|--|--|
| Immediate: | | | |
| Provide the technology tools and services necessary to support faculty and student return to the classroom, while ensuring the college can quickly pivot to hybrid or remote instruction if necessary. | CIO | Students and faculty will have the tools they need to support learning regardless of in-person or remote (if necessary). | By the start of the Fall 2021 semester |
| Provide the technology tools and services necessary to support employees who are telecommuting, striving for equity of experience regardless of work location. | CIO | Employees will have the tools and support structures in place to support working from home or other location. | By the end of September 2021 |

SUPPORTS 2021-2022 IC FOCUS AREAS:
 -Leveraging Innovations in our Teaching, Learning, and Work Environments
 -COVID & Public Health Management

SUPPORTS 2021-2022 INTERIM PRESIDENT'S GOALS:
 -General goal of responding to the ongoing pandemic

SUPPORTS ITHACA FOREVER GOALS:
 -Become a model for student success, engagement, and well-being

2. Invest in technologies to enhance the student experience.

Technology can be a powerful catalyst for improving the experiences that our students have at the college – from how they receive and interact with instructional resources, to how they communicate with one another and receive services. We are on the cusp of being able to leverage more fully many of our recent IT investments to provide significantly improved personalized pro-active experiences for our students. We will continue to invest in technologies, services, and processes that seek to remove barriers for students to access college services, provide for a more seamless experience, and proactively provide actionable information to students and those offices that serve them to provide better student outcomes.

| <u>Objective</u> | <u>Owner</u> | <u>Outcome</u> | <u>Target</u> |
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| Immediate: | | | |
| Complete the Learning Management System (LMS) transformation by finishing our migration to Canvas and sunseting Sakai (while maintaining the Sakai data for historic reference). | L&IT | All existing courses that are needed by faculty are migrated to Canvas. All project sites are migrated or archived. Sakai put into read-only mode with limited access. | Beginning of Spring 2022 semester. |
| Year-Long: | | | |
| Work with faculty to leverage the new LMS and other digital tools to enhance teaching and learning—in partnership with the Center for Faculty Excellence, Provost’s Office, Library, Extended Studies, and Student Accessibility Services. | L&IT | Students and faculty will have access to the full capabilities of the new LMS to enhance their learning and teaching and improve the learning experience. | By the start of the Spring 2022 semester the vast majority of features will be fully supported and available for use. |
| Continue to build-out, modify, and grow the services of the Center for Creative Technologies, including the new Maker Space, Digital Story Lab, and IC Immersive areas by conducting surveys, reviewing usage statistics, and evaluating community needs and interests. | L&IT | Faculty and students will have access to additional tools, such as 3D printers and Virtual Reality to provide for educational opportunities otherwise unavailable on campus. | End of Academic Year |
| Pilot innovative technologies and approaches to enhance teaching and learning through partnerships with faculty in key areas, such as the Physical Assistant (PA) program, Physical Therapy, the Exploratory Program, Teacher Education, and others. | L&IT | Identify 2 or 3 uses of technology to support instruction and learning in ways that otherwise would not have been possible. Document those uses as case studies to share with other faculty who might benefit from the options. | End of Academic year. |

IT Division Goals and Objectives for 2021 - 2022 Academic Year

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| <p>Implement a college-wide student Customer Relationship Management (CRM) system to improve the student experience and streamline access to student services—in partnership with Constituent Engagement Strategy, REST, students, and other areas of the campus.</p> | <p>A&I</p> | <p>Improved interaction with students across campus that can be leveraged for retention initiatives and improved experiences for our students as they access campus services.</p> | <p>Initial base implementation by end of September 2021. Pilot 2 use cases by end of academic year.</p> |
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SUPPORTS 2021-2022 IC FOCUS AREAS:
 -Enrollment, Retention, and Student Engagement
 -Leveraging Innovations in our Teaching, Learning, and Work Environments

SUPPORTS 2021-2022 INTERIM PRESIDENT’S GOALS:
 -Ithaca Forever Plan and the Shape of the College

SUPPORTS ITHACA FOREVER GOALS:
 -Become a model for student success, engagement, and well-being, helping students to develop their unique potential
 -Become a year-round campus for living and learning opportunities
 -Structurally support and value collaboration, interdisciplinarity, curricular flexibility, and shared governance
 -Cultivate an Ithaca Forever community, inspired by the power of the Ithaca College experience

3. Invest in technologies to help improve college operations and services.

As departments get smaller and staff more focused on core services, we need to become more efficient, leverage automated processes, and have access to the information needed to be able to make data-informed decisions. We will continue to build upon recent investments in modern enterprise and department applications such as the Oracle Cloud ERP and HCM systems, Banner, Slate CRM, Blackbaud Raiser's Edge NXT, Office 365, and others, to improve department efficiencies, leverage workflow and process automation, and improve the ability to make data-driven decisions and act on them.

| <u>Objective</u> | <u>Owner</u> | <u>Outcome</u> | <u>Target</u> |
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| Immediate: | | | |
| Upgrade the Banner student information system to the latest version to provide an enhanced student experience and operations in the Registrar and Student Financial Services offices. | A&I | Banner will be upgraded to the latest version. | Beginning of Spring 2022 semester. |
| Year-Long: | | | |
| Migrate the college's workflow, automation, document management, and integration strategy to Slate, Microsoft 365, or Onbase. | A&I | More efficient office operations and better experiences for our students, faculty, and staff | By end of academic year will have developed a strategy and migrated 5 initial workflows to the new system. |
| Enhance support for data-informed decision-making through further development of the college's data warehouse and reporting capabilities, dashboards, and other analytic tools. | A&I | Improved ability to make data-informed decisions, with easier and more timely access to data to make decisions for key retention and financial initiatives. | End of Academic Year |
| Enhance our zero-touch technology deployment and management capabilities for end-point devices. | A&I | Reduced time and labor needed to deploy laptop and desktop computers across campus. | End of Academic year. |

SUPPORTS 2021-2022 IC FOCUS AREAS:

- A Sustainable Financial Model
- Enrollment, Retention, and Student Engagement
- Leveraging Innovations in our Teaching, Learning, and Work Environments

SUPPORTS 2021-2022 INTERIM PRESIDENT'S GOALS:

- Financial Sustainability
- Ithaca Forever Plan and the Shape of the College

SUPPORTS ITHACA FOREVER GOALS:

- Determine and maintain an appropriate and sustainable size for our programs and structures, and the associated resources, at every level of the institution
- Structurally support and value collaboration, interdisciplinarity, curricular flexibility, and shared governance
- Advance the Campus Master Plan to enhance the student experience and promote teaching

4. Ensure that the Ithaca College technical infrastructure is up-to-date and secure to support the needs of the campus today and be well positioned to support the needs of the future.

Without an up-to-date, reliable, and secure technical foundation and infrastructure, the college cannot operate. In support of the college's mission and plans, we will continue to advance and secure the College's technology infrastructure and applications to address anticipated needs and position us well to be able to respond quickly to needs that arise that are unanticipated.

| <u>Objective</u> | <u>Owner</u> | <u>Outcome</u> | <u>Target</u> |
|---|--------------|---|--|
| Immediate: | | | |
| Evolve classroom and meeting room AV technology to support participants from multiple locations, evolving pedagogy, and hybrid methodologies in partnership with the Provost's office and other campus stakeholders. | ECT | At least 12 locations on campus upgraded to enhanced AV capabilities to provide improved experiences for hybrid meetings and classes. | End of Fall semester |
| Year-Long: | | | |
| Modernize the college's identity and access management infrastructure and processes with the new identity management data hub, migration to Azure authentication, and retirement of NetPass Manager and ODSEE. | ISO | All services currently provided by NetPass Manager and the ODSEE directory service will be migrated to replacement systems and they will be retired. | End of Fall 2021 for NetPass Manager and end of Spring 2022 for ODSEE |
| Enhance the college's information security capabilities in alignment with zero-trust best practices. Example projects for FY22 include expansion of Conditional Access policies and Privileged Identity Management (PIM), adopting Mobile Application Management (MAM), and developing a plan for wired network access control (NAC). | ISO | The student login experience for most services will be identical to the current experience with Office 365. Conditional Access security policies will be enhanced behind the scenes. Select accounts will have permissions managed with PIM. MAM will protect college Office 365 data on mobile devices, including personally-owned. We will have a documented strategy and plan for deploying NAC on college wired networks. | Azure authentication (initially via SAML proxy) and Conditional Access enhancements by the end of Fall 2021. PIM, MAM, and a plan for NAC by the end of Spring 2022. |
| Update existing college information security policies and procedures and develop new documents where needed. | ISO | The College will have an updated information security policy and supporting documents sufficient to meet various compliance requirements, and that has been approved by the Information Security Governance Council (ISGC) and SLT. | Drafts to be developed by early Spring semester 2022 with full reviews, edits, and approvals by the end of the spring 2022. |

IT Division Goals and Objectives for 2021 - 2022 Academic Year

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| Validate time of recovery from a service outage or security incident, to provide continuity of college business and protect college digital assets. | A&I | Test the ability to completely recover and restore two major services from backups. | Summer 2022 |
| Develop a strategy and architecture for unified voice/data communications, which may include cloud telephony or related services. | A&I | We will have a documented understanding of new voice/communications needs arising from a new way of working such as a hybrid work force. We will pilot a modern telephony platform and provide an improved, more cost-effective voice/communications solution. | End of Spring 2022 for strategy Summer 2022 for Pilot |
| Develop a road map for the college's web technical architecture and infrastructure to support the college's web communications strategy, enhance the student experience, and improve campus department functionalities. | A&I | A road map and strategy will be developed and documented. | End of Academic Year |
| Continue to pro-actively replace key wireless access points and edge switches that are approaching end of life to provide the foundation necessary to support future college initiatives and to provide the foundation necessary to support future college initiatives. | A&I | Replacement of 800 access points will be completed, pilot of edge switches. | End of Academic Year |

SUPPORTS 2021-2022 IC FOCUS AREAS:

- A Sustainable Financial Model
- Enrollment, Retention, and Student Engagement
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SUPPORTS 2021-2022 INTERIM PRESIDENT'S GOALS:

- Financial Sustainability
- Ithaca Forever Plan and the Shape of the College

SUPPORTS ITHACA FOREVER GOALS:

- Determine and maintain an appropriate and sustainable size for our programs and structures, and the associated resources, at every level of the institution
- Advance the Campus Master Plan and improve space utilization to enhance the student experience and promote teaching and learning.

5. Invest in our full-time and student employees, and our IT organization.

We cannot succeed without talented, diverse, high-quality people working together as a cohesive team and motivated to contribute their expertise to advance the mission of our college. We will continue to build an IT workplace where people feel supported, are provided opportunities for continued development to have the skills and tools necessary to effectively perform their work, feel connected to our mission and those we serve, bring diverse backgrounds and experiences to the team, and are duly recognized and adequately compensated for their contributions. We will continue to expand and enhance our student employment program in our service delivery and operations, and provide IC students with outstanding experiential learning opportunities.

| <u>Objective</u> | <u>Owner</u> | <u>Outcome</u> | <u>Target</u> |
|--|--------------|--|--|
| Immediate: | | | |
| Continue to evaluate job descriptions, compensation levels, and work arrangements for IT employees to ensure they are in line with current markets and best practices. | CIO | Key mission-critical positions will be reviewed. Compensation and job descriptions will be updated. | End of Fall semester |
| Year-Long: | | | |
| Continually improve and streamline IT operations and services to the campus community. | CIO | A continuous improvement process will be put in place and used to review department operations and services, resulting in a better balance of services and workloads. | Ongoing |
| Provide inclusive, robust, and cost-effective opportunities for staff development and advancement. | CIO | At least 50% of IT staff will have completed a meaningful professional development opportunity even with limited funding available this year. | End of Academic Year |
| Continue to build an IT team with individuals representing diverse backgrounds, cultures, and perspectives including providing development opportunities to help attract and advance individuals traditionally underrepresented in technology roles. Continue to build a culture of diversity, equity, and inclusion through development opportunities for IT staff. | CIO | Cultivate diverse candidate pools for open positions, furthering the diversification of IT staff, and providing diverse perspectives and better outcomes. | Immediate for all ongoing and future searches. |
| Restore professional development funding and opportunities by FY23 to a level that is adequate to provide necessary training and development for IT staff. | CIO | Meaningful increase in professional development funding for FY23 vs. FY22. | End of Academic Year |
| Enhance our strong IT student employment program to provide additional experiential learning opportunities for students, more formal staff/student collaborations, mentoring and career coaching experiences. | ECT | Specific changes to the IT student employment program will create additional opportunities for student/staff engagement, student experiences, and mentoring opportunities. | End of Academic Year |

IT Division Goals and Objectives for 2021 - 2022 Academic Year

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| <p>Develop a better understanding of the impact of our IT student employee program on overall student retention and satisfaction with their IC experience, and employment opportunities.</p> | <p>ECT</p> | <p>A better understanding of the impact, if any, of meaningful IT student employment engagements on a student's sense of connection and belonging to IC.</p> | <p>End of Academic Year</p> |
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SUPPORTS 2021-2022 IC FOCUS AREAS:

- A Sustainable Financial Model Enrollment, Retention, and Student Engagement
- Diversity, Equity, and Inclusion
- A Caring Campus Community
- Leveraging Innovations in our Teaching, Learning, and Work Environments

SUPPORTS 2021-2022 INTERIM PRESIDENT'S GOALS:

- Supporting and retaining a highly effective leadership team
- Ithaca Forever Plan and the Shape of the College

SUPPORTS ITHACA FOREVER GOALS:

- Commit to being an employer of choice.
- Become a national model for colleges committed to the values of diversity, equity, and inclusion

6. Model outstanding fiscal stewardship through continual portfolio review, pro-active contract negotiations, strategic investments and partnerships, and other prudent fiscal practices across all aspects of Ithaca College’s IT expenditures.

College-wide IT expenditures account for over \$10M in spending annually. With the shift to the cloud an increasing percentage of expenditures related to IT services are occurring at the individual department levels, outside of central IT. Potential opportunities exist to reduce overall college IT costs through a more formal review and coordination process. In addition, the continued expansion of partnerships, application portfolio reviews, and changes to some of our college business practices can help identify other areas for possible savings.

| <u>Objective</u> | <u>Owner</u> | <u>Outcome</u> | <u>Target</u> |
|---|--------------|--|---------------------------|
| Immediate: | | | |
| Working with Procurement, Financial Services and SLT, implement an approval process for all technology-related contracts, including those for local software and cloud services. Position IT to assist with contract application reviews and negotiations for renewals and new purchases. | CIO | We will have a document process to control college-wide IT-related expenditures; improved IT-related vendor contracts. | Start of fiscal year 2023 |
| Continue to review and refine the technology renewal program to achieve savings by not replacing unnecessary computers, shifting to a centrally managed one-machine-per-employee approach, and expanding BYOD (bring your own device) options for classrooms and other locations. | CIO | We will achieve 5% savings for the technology renewal program vs original FY23 projections. | Start of fiscal year 2023 |
| Year-Long: | | | |
| Reduce maintenance, technology acquisition costs, and find revenue opportunities through the continued and expanded use of consortia and association buying opportunities, partnerships with other institutions, pricing validation through Gartner and other trusted advisors, and where the terms are favorable for the college, establishing long-term relationships with key vendor partners. | CIO | Technology acquisition costs will be reduced compared to what would have been paid without leveraging these opportunities. | End of Academic Year |
| Explore opportunities for external private and public funding to support technology initiatives in partnership with Philanthropy and Engagement. | CIO | We will identify two opportunities for external funding to help offset IT expenditures. | End of Academic Year |

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SUPPORTS ITHACA FOREVER GOALS:
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7. Continue to be a trusted strategic and collaborative partner with other units across the institution and expand key partnerships and alliances outside of the college to help the college achieve its goals and objectives.

Our vision as an IT Division is “to be recognized as a trusted, strategic partner, fostering innovative technology services and enabling exceptional educational opportunities.” To achieve this vision, we need to continuously work to mature our processes of collaborations and IT governance, and to ensure that we have the structures, strategic plans and practices that promote collaboration and service.

| <u>Objective</u> | <u>Owner</u> | <u>Outcome</u> | <u>Target</u> |
|--|--------------|---|----------------------|
| Year-Long: | | | |
| Continue to refine IT governance processes and structures through working with members of SLT and campus stakeholders. | CIO | A revised process for reviewing academic technology purchases and solutions will be developed and piloted. | Spring 2022 |
| Continue to solidify partnerships with campus constituents through ongoing formal and informal collaborations and coordination with key representative bodies, including Student Governance Council, Faculty Council, Staff Council, key administrative departments, and the community at large. | CIO | Meetings between IT and each major stakeholder group will occur during both semesters, and a better understanding of goals and objectives will be documented. | End of Academic Year |
| Unify key front-line IT support services to provide a unified “one IT” service support experience for the campus community. | ECT | A more unified experience will be provided for users calling the service desk, which also increases efficiency of IT front-line staff resources. | End of Academic Year |
| Engage with College Counsel, the VP for Marketing and Enrollment Services, Provost’s Office, and other key campus stakeholders to explore approaches for addressing concerns about data privacy and data governance. | CIO | Initial recommendations will be developed for college-wide strategy to address data privacy and data governance. | End of Academic Year |
| Collaborate with other institutions to explore cost savings, revenue, or improved services opportunities by sharing services. | CIO | We will contact various institutions on pricing for services, and assess savings available through NYSERNet Integrated Access Services. | End of Academic Year |

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- Financial Sustainability
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- Supporting and retaining a highly effective leadership team

SUPPORTS ITHACA FOREVER GOALS:

- Structurally support and value collaboration, interdisciplinarity, curricular flexibility, and shared governance
- Develop cross-sector and community partnerships that address challenging issues, optimize the use of resources, and serve the public good
- Cultivate an Ithaca Forever community, inspired by the power of the Ithaca College experience
- Become a model for student success, engagement, and well-being, helping students to develop their unique potential