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Technology Strategic Plan - Spring 2012

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**SUNY Oswego
Campus Technology Advisory Board
Technology Planning Vision, Mission and Planning Priorities**

Vision:

The use of technology throughout the college will enable and empower students, faculty and staff as they pursue their scholarly and professional interests.

Mission:

SUNY Oswego will develop, deploy and support a broad range of technologies to efficiently and effectively facilitate teaching, learning, and research. Technology will support day to day operations in all areas of the college, academic and administrative, as well as foster experimentation and innovations across the campus.

What is Technology?

Technology is a collection of resources - infrastructure, devices, applications and services - that enhance and extend the capabilities of the user.

Planning Priorities:

SUNY Oswego seeks to achieve excellence in its utilization of technology in support of its vision and mission by striving for:

Ubiquity

Procedures and protocols will allow any user to access systems and services any time from any location as may be appropriate to the user's needs and their relationship to the college. Technology systems and services will be provided based on their function, the availability of quality solutions and the needs of users.

Integration

Systems and devices will support seamless exchange of data and functions to enhance their individual and collective value to all users.

Automation

Low level, repetitive tasks will be systematically automated to allow users to focus their time and energy on more meaningful scholarly and professional pursuits. Software agents will assist users in the accomplishment of more sophisticated and unique tasks and projects.

Adaptability and Agility

Technology systems and resources will be easily customized and personalized by users

based on their needs and preferences. Technology systems and resources will be easily repurposed and redeployed to manage changing daily priorities and evolving annual goals and objectives.

Best Practices

In implementing technology SUNY Oswego will consider current and emerging higher education and industry standards.

Return on Investment

In developing technology initiatives the College will evaluate the total cost of ownership. In assessing initiatives the college will consider the qualitative improvement in the institution.

Sustainability

In implementing technology systems and devices the college will identify solutions that reduce energy consumption and the SUNY Oswego's carbon footprint and minimize the use of toxic materials and the waste stream produced by technology.

Privacy and Security

SUNY Oswego will make every possible effort to assure that information and activities supported by technology are protected from unauthorized intrusion and exploitation.

Purpose of the Technology Plan

The purpose of SUNY Oswego's technology plan is as follows:

Support the strategic plan.

Most, if not all, of the college's strategic directions and supporting goals rely to some extent on technology in order for them to be successfully realized. The technology plan will help ensure the appropriate technological resources are in place to accomplish the goals of the strategic plan.

Support the capital plan.

The college's capital plan is one of the most transformative initiatives on campus. By synchronizing the technology plan with the capital plan, the college can optimize the functionality and flexibility of the new and rehabilitated physical space while providing rich teaching and learning environments and highly efficient administrative work areas.

Support and guide departments and business units.

Many of the daily instructional activities and administrative operations of the college incorporate significant technological applications and services. Departments and business units throughout the college develop a variety of plans to address things such as program review, assessment, and discipline-specific accreditation. The needs assessment portion of the technology planning process will help ensure that appropriate technological resources are available to support departmental functions and plans. The technology plan will also provide departments with an institutional context for incorporating technology into their various plans.

Support the broader educational environment on campus.

The educational environment of the campus extends far beyond the door of the classroom. Students, faculty, and staff are engaged in an extraordinarily diverse set of activities at all hours of the day and night from every location imaginable including residence halls to study abroad sites across the globe. The technology plan will help ensure that the educational environment of the campus, wherever it exists, will support the instructional, scholarly, and research endeavors of the students, faculty, and staff.

Articulate long-range technology initiatives.

The college has developed very effective strategic, capital, and master plans. However, these plans, naturally, do not contain all the goals and objectives for technology that need to be developed to ensure the college's long term success. The technology plan will serve as a complement to the other long term plans by addressing the specific technology initiatives which the college should undertake to advance its mission.

Description of the Planning Process And Timeline

The technology planning process is an annual one. It is used to develop and maintain a three-year rolling plan as well as a one-year implementation plan for specific projects. The planning cycle has six primary phases:

Document/Update Current Status

The current status of the college's technology will be documented according to the benchmarks listed in the plan. This status will be updated annually based on the accomplishment of technology projects and/or changes in the benchmarks.

Assess Effectiveness of Prior Year's Projects

Each year the effectiveness of the prior year's projects will be assessed. This assessment will address the following criteria:

- Was the project completed? On time?
- Was the project within budget?
- Did the project meet its stated objectives?
- Were there unexpected consequences from the project - positive or negative?

Collect Input & Needs Assessment Data

In working with CTAB and ITC to update the goals and objectives of the plan as well as create the one-year implementation plans, the CTS staff will gather input from stakeholders throughout the college as to their technology needs specific to their programs or functions.

Update Goals & Objectives

Based on project assessment, stakeholder input and needs assessment, and other influencing factors, the three-year goals and objectives will be updated annually.

Establish Projects for Upcoming Year

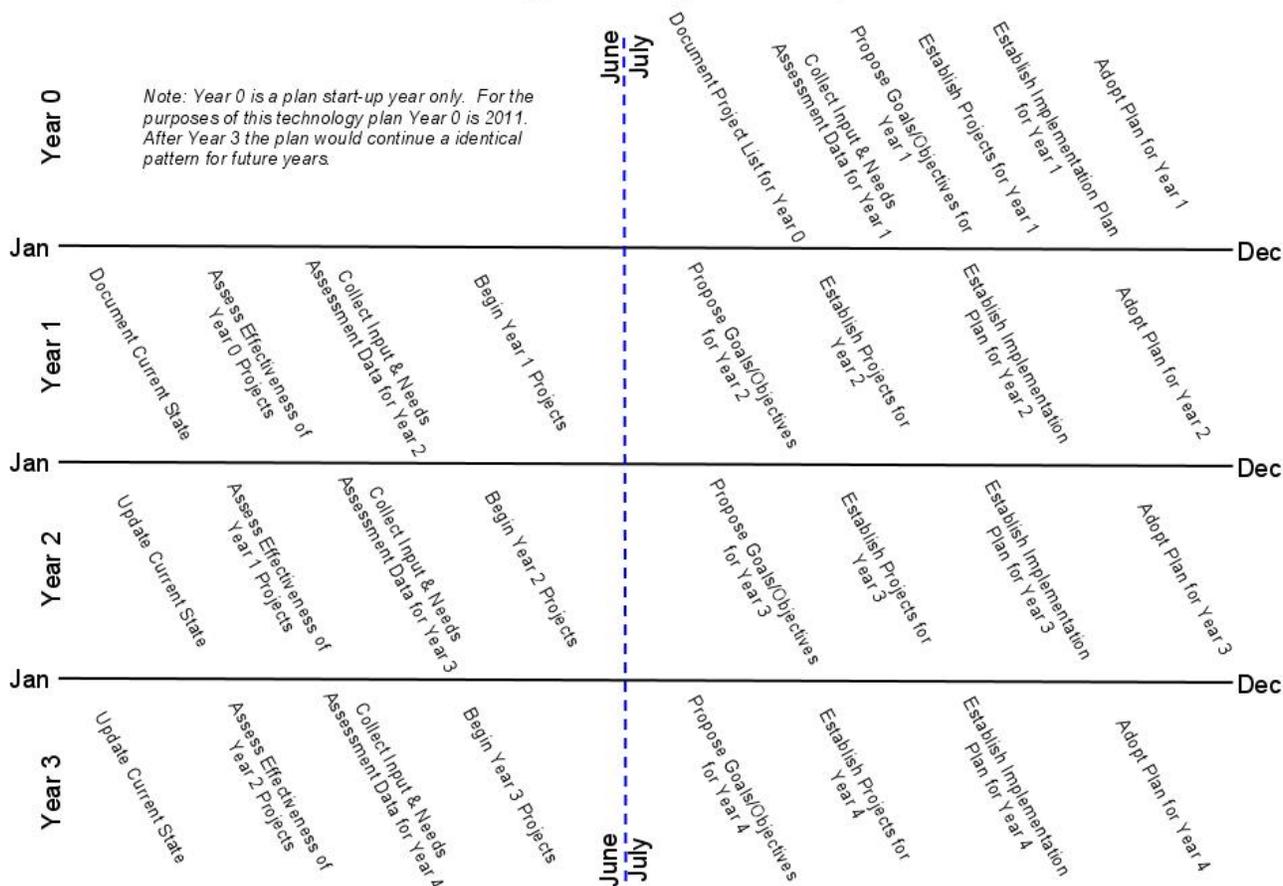
Based on the needs assessment and available resources, a list of projects that support the goals and objectives of the plan will be developed for the upcoming year.

Establish Implementation Plan

A one-year implementation plan will be created to accomplish the projects established in support of the goals and objectives of the plan.

The annual planning process will begin each January for project implementation beginning in May/June of the following year.

Technology Planning Annual Cycle



C.2 Description of the Planning Process - Tri-annual Timeline

Every three years CTS, CTAB, and ITC will undertake a comprehensive review of the technology planning process, calendar, and format to assure all components of the plan are still appropriate to meet the needs of the college and support the strategic plan. Changes to the process, calendar, and format will be made as necessary.

This tri-annual review will next take place in 2013 for the 2014 planning cycle.

Mission and Roles - CTS, CTAB, ITC

Three bodies on campus are charged with the development of the technology plan. They are:

Campus Technology Services (CTS)

Mission:

Campus Technology Services (CTS) is an integrated service organization caring for administrative computing, instructional computing, instructional support, network and telecommunication services, and technology user support. The department delivers a broad set of infrastructure, applications and services for students, faculty, staff, and alumni that are vital to the mission and operation of the college.

Role:

The Chief Technology Officer (CTO), the directors and assistant directors of CTS, and members of the CTS staff are the primary authors and implementers of the technology plan. In consultation with CTAB, these individuals conduct regular college-wide needs assessments, develop the goals and objectives for the long term plan, develop and execute annual implementation plans, and assess progress toward accomplishment of the plan.

Campus Technology Advisory Board (CTAB)

Mission:

CTAB advises the Chief Technology Officer (CTO) and Campus Technology Directors and Assistant Directors. It represents user groups across campus and informs the Faculty Assembly on technological matters. CTAB advises the President's Council. The full text of the CTAB mission can be found in the [CTAB bylaws](#).

Role:

CTAB supports a technology planning subcommittee to work closely with the CTO in the development, revision, and assessment of the technology plan. Input to the plan and the planning process is provided by the board as a whole.

Faculty Assembly Information Technology Council (ITC)

Mission:

ITC promotes initiatives to develop the College's computer and telecommunications systems. It raises questions and recommends solutions on matters concerning information technology, access, and efficiency. The council makes recommendations regarding the operations of computing, networking, and telecommunication services, the awarding of Student Computing Access Program (SCAP) grants, and the issues considered by the Campus Technology Advisory Board (CTAB). The council helps faculty stay informed about campus information and instructional technology constituents by making sure that information about the personnel, membership, and operating procedures of these constituents is easily accessible.

Role:

In fulfilling their role in faculty governance, as a council of the Faculty Assembly, ITC will review and make recommendations on the technology plan's wide-reaching positive impact on learning, teaching, and advising, both within the classroom and experiential enrichment programs. ITC will review needs assessments developed for the technology plan for validity

and inclusiveness of input from the broader campus community. ITC will review and make recommendations on the plan's accessibility to informing and educating students, faculty, and staff on the use of available resources for improving instruction and learning. ITC will have a minimum of one faculty member actively serve on the CTAB technology planning subcommittee.

Technology Planning Benchmarks

Instructional Technologies

Faculty/Staff Computing Support

Virtually all of the college's faculty and staff are dependent on a fully functioning, reliable, individual computing device of some sort to effectively fulfill their roles. The efficiency with which service calls are resolved contributes directly to the effectiveness of all faculty and staff. Service call response effectiveness is usually tracked by the number and type of service. Key performance indicators for Faculty/Staff Desktop Support include:

- Number of help desk tickets completed in categories related to:
 - Equipment Moves
 - Hardware Installations
 - Hardware Issues
 - Account Issues
 - LakerApps Issues
 - Printer/Copier/Fax
 - Software Installations
 - Software Issues
- Resolution time of help desk tickets in the above categories

Computer Lab Support

General and discipline specific computer labs continue to critical resources for a wide variety of instructional activities. They provide unique hands-on opportunities for students to engage with technology in the context of their field of study as well as their general academic and life needs. The ongoing support and advancement of the college's computer lab functionality is an essential component in most students academic career. Key performance indicators for Computer Lab Support include:

- Computer lab hardware upgrades
- Computer lab software deployments
 - New Software
 - Updates
 - Timeliness
- Computer lab utilization
 - General access labs
 - Discipline specific labs
- Operational issues
 - Number of reported problems
 - Timeliness of resolution
- Communication effectiveness
 - CTAB Image Review
 - Departmental computer labs
 - General Access computer labs
 - Number of software install requests once semester has begun

Desktop Services Evolution

The Enterprise Desktop Services Committee (EDSC) is charged with continuously developing

the configuration and installation of all individual computing devices including desktop and laptop computer used by faculty and staff and in instructional facilities. The EDSC regularly reexamines the college's strategy for the deployment of these devices from the operating system to security settings to the complement of installed applications. The usability and utility of individual computing devices on campus is very closely tied to the successful functioning of the EDSC. Key performance indicators for Desktop Services Evolution include:

- New Service Offerings
- Process Refinements Implemented
- Projects Completed

User Support

Technology Support Center (Help Desk) Effectiveness

The effectiveness of the Technology Support Center is a substantial indicator of the success of support provided to the user community. Key performance indicators for the Technology Support Center include:

- number of support requests resolved on first call
- number of support requests resolved by technicians remotely
- utilization and expansion of the technical knowledgebase (Lakerpedia) to quickly resolve recurring requests
- resolution time for requests not resolved on first call

Learning Management System Utilization

Utilization of the Learning Management System (LMS) can demonstrate many characteristics of student/faculty interaction in a technological environment. Utilization of the LMS also demonstrates the level of success users are having with the system and the college's return on investment for this primary information system. Key performance indicators for Learning Management System Utilization include:

- number of active course shells
- number of students, faculty, staff using the LMS

Availability of Training

Every business sector identifies the availability of training as a major component contributing to the success of any technology initiative. Ongoing professional development is critical to supporting an innovative and creative faculty and staff community. Key performance indicators for the availability of training include:

- number of training and professional development activities available in various formats (in-person, online, on demand)
- participation in training and professional development activities

Flow of Communication

Technology is continuously and rapidly changing influenced by a number of internal and external factors such as manufacturer/vendor advancements, regulatory requirements, and shifts in institutional priority and strategic direction. The timing and effectiveness of communication to the user community about changes in technological systems, operations, or policies is an important component in achieving wide-spread user adoption of new technology as well as a high level of user satisfaction. Productivity and effectiveness of the user community is enhanced when they are appropriately informed about changes that impact their work. Key performance indicators for the flow of communication about changes in technology include:

- visits to CTS website
- visits to CTS Newsletter, Technews, Facebook

Adoption and Support of New Systems/Services

The development and deployment of new technology systems and services is constant challenge for any organization. The effectiveness of the college to encourage adoption and provide adequate support impacts our ability to advance technology and provide a leading edge environment for our students, faculty, and staff. Key performance indicators for the adoption and support of new systems and services include:

- percentage of adopters for any given project relative to potential user community
- the timeframe from pilot project to wide-spread adoption

Networking and Telecommunications

Voice Service Effectiveness

Voice communication services remains an important connection between the college and the communities we serve, both internally and externally. The utilization of advanced voice communication services can help increase faculty and staff efficiency and differentiate the college as a leading edge institution. Advanced features of the voice system also include emergency response capabilities. Key performance indicators for the Voice Service Effectiveness include:

- Completion of the VoIP migration and retirement of legacy systems and infrastructure
- Appropriately placed, wide spread availability of voice handsets
- Deployment of advanced system features
- Consolidation and simplification of cost allocation model
- Uptime availability of the voice systems

Infrastructure Maintenance and Advancement

Without a robust, reliable, and secure infrastructure the college cannot function. The availability of the data network in all its forms must be as ubiquitous as electricity and water. There are few if any applications, academic or administrative, that are useful or even available without network connectivity. Securing this critical campus asset is essential to assure its availability and protect against its misuse. Key performance indicators for Infrastructure Maintenance and Advancement include:

- Expanded availability of the wireless network in academic, administrative, and residential spaces
- The compatibility of the wireless network with a wide range of mobile devices
- Ease of access for wireless network guest users consistent with campus security policies and Federal regulation
- The ongoing development of the wired infrastructure in new construction and rehabilitated facilities including the cable plant, switch hardware, and backup power
- The availability of connections to new and different education and research networks through the world
- Appropriate segmentation of network resources for traffic management and information asset protection
- Assessment of network capacity to address changing user needs and assure appropriate throughput of all academic, administrative, and residential applications
- Review of the score and grade of the SUNY security self-assessment questionnaire

- Uptime availability of the network

Instructional Support

Deployment and Maintenance of Learning Space Presentation Systems

Simple to use, up-to-date presentation technology is an important tool for professors and students to use in classrooms and other learning spaces. A large portion of our presentation needs can be met with a uniform control system that allows faculty and students to move between learning spaces with confidence. The A/V world is moving from presentation based on analog video and audio signals to presentation based on digital signals. Key performance indicators for Deployment and Maintenance of Learning Space Presentation Systems include:

- Number of learning spaces across campus with presentation equipment.
- Number of learning spaces across campus with presentation equipment that meets current campus standards.

Deployment and Maintenance of Specialized Learning Space Technology

While a standardized learning space may meet a majority of instructional needs, different pedagogical approaches and specialized department or program needs will require learning spaces with additional or customized technologies. Key performance indicators for Deployment and Maintenance of Specialized Learning Space Technology include:

- Number of learning spaces that support specialized learning space technology
- Percentage of faculty using specialized classroom technology

Support of Instructional and Extra-curricular Events

The campus experience is more than just classes. In addition to major campus celebrations and events, the Student Association, student groups, departments, the administration, as well as individuals bring guests and groups to campus often requiring complex media support needs. Key performance indicators for Support of Instructional and Extra-curricular Events include:

- Number of class-related events supported
- Number of non-class related campus events supported
- Number of student events supported
- Number of off-campus events supported
- Number of non-campus events supported

Administrative Services

Operational Support

The effectiveness of administrative system operations plays a critical role in decision-making at all levels of the college. Whether faculty are considering decisions for curriculum development or student advising or managers and administrators developing staffing and budget plans, timely and accurate data and reporting are critical. Key performance indicators for Operational Support include:

- Support for reporting queries from the student information system
- Secure and accurate retrieval and transmission of data files from and to off site servers
- Timely execution of processes requested by administrative staff
 - Reports
 - Data exchanges
 - Test scoring

- Course evaluations

- Secure and reliable distribution of output

ERP System Development

Virtually every office on campus interacts in some manner with components of the college's enterprise resource planning (ERP) technology portfolio. The ability for the institution to continually improve service to students, faculty, staff, and the community is directly linked to the college's ability to optimize the ERP systems to take advantage of leading edge functionality.

Key performance indicators for ERP System Development include:

- Maintaining the currency and reliability major ERP system components
 - Oracle database
 - SGHE Banner (SIS) system including myOswego
 - CollegeNet R25 Scheduling database
 - Pinnacle Telecommunications database
 - Adirondack Housing Director and Conduct Coordinator database
 - T2 Parking database
- Expansion of the BDMS Extender document management system
- Development of ARGOS reporting solutions for end users
- ERP User Account Maintenance

System Integration

The effectiveness of modern information systems often depends on the ability of any system to interact with other systems to share data. In enabling systems to communicate and interact with each other attention must be paid to scope of data exchanged and the security of the exchanged. Key performance indicators for System Integration include:

- Student information system (Banner)
- System Administration Web Services (SIRIS/NY Alert)
- CashNet/Higher One eCommerce system
- Learning management system
- TutorTrac tutoring appointment and timekeeping system
- Mediat electronic medical records system
- TK20 education portfolio and field placement system
- Millennium access control system
- Library systems

Technology Plan 2012 Needs Assessment Summary Report March 2012

Process

In the advice of a number of campus leaders, this current needs assessment was conducted as a series of discussions between the Chief Technology Officer (CTO) and various faculty, staff, and student stakeholder groups. Notes taken by the CTO at stakeholder meetings were distributed to the stakeholders for corrections or additions. The Technology Planning Subcommittee has reviewed these notes from eleven meetings and identified a number of predominant themes for technology needs both current and future.

Overview

Stakeholders across campus had no shortage of good ideas for initiatives - small, medium, and large - that need to be addressed through the technology plan in some fashion. Some of the needs expressed by stakeholders can be addressed within existing resources. In many of these cases, stakeholders need only be made aware of current products and services that are available to meet their needs. In other instances the CTO and CTS directors can act on this input without a significant expenditure of additional fiscal or staff resources. For larger scale trends and initiatives identified by campus stakeholders, long term goals and objectives will need to be identified and appropriate planning activities developed to meet their needs. Below is listed the major planning themes identified by the Technology Planning Subcommittee that should be reflected in the three-year goals and objectives of this plan.

Wireless Network

Virtually every stakeholder group expressed a need for the expansion of the wireless network. They described the need for coverage in more areas on campus. They also anticipate the network will need increased capacity to serve a higher density of users in a given space. This is particularly true of academic applications of mobile devices of all sorts in classrooms and other learning spaces.

Better Data Access and Reporting Systems

Many stakeholders identified themselves as becoming more sophisticated consumers of data and desiring the ability to better use data to support decision making, both strategic and tactical. Stakeholders identified the need to easily correlate data from disparate sources. The need for user-friendly, broadly accessible reporting tools for formal and ad hoc reporting is growing rapidly. Stakeholders felt it may be time for the college to consider developing an operational data store or a data warehouse to meet these needs.

Mobility Support

The use of a wide variety of mobile devices seems to be in the future of nearly every stakeholder group. The new and innovative applications enabled by these devices have the potential to dramatically change instruction and operations across the campus. Stakeholders identified the need for support for provisioning and maintaining mobile devices, licensing and deploying software to mobile devices, and enhancing major information systems (i.e. the student information and learning management systems) used by the college to assure they are accessible by mobile devices.

Digital Asset Repository

Multiple stakeholders identified the need for the college to provide a digital asset repository for a great variety of uses. Such a repository would allow faculty, staff, and students to store many kinds of digital resources from high definition video clips to photographs to digital artwork. The repository could be used to support classes and campus projects, distribute media to alumni and the community, and preserve audio and visual artifacts of the college.

Virtual Computing Resources

There was a great deal of interest among several stakeholder groups, particularly academic stakeholders, in the expansion of virtual computing resources. The ability to provide greater flexibility for highly specialized computing resources and the opportunities to increase access to a broad portfolio of technology resources can greatly enhance many programs and support their growth.

Texts and Digital Instructional Material

Textbooks and books in general are transforming dramatically and rapidly. Digital texts have the potential to save students substantial amounts of money while also increasing the richness of the materials they use for classes and research. Digital instructional materials can provide faculty with greater options than ever to support students in their academic pursuits. This evolution will have a significant impact on college operations from library storage to network design and maintenance.

Staffing

Most stakeholders recognize that with the greater use of technology in instruction and support services, there will very likely be a need to increase both technical and functional support staff to fully realize the benefits of innovation and advancement. Depending on the specific need, planning for staff augmentations may or may not represent a technology planning issue.

Training

An increasing number of faculty and staff noted they are seeking to accomplish more complex functions with technology. Subsequently, the college may need to explore additional training and professional development models. Workshops, both live and recorded, as well as computer-based tutorials and self-paced training materials have proven very useful and will continue to play a role in the future. However, in implementing a greater number of highly customizable technology solutions, faculty and staff expressed a need for “technology consultations” to effectively implement projects quickly and completely.

Video Conferencing Capabilities

Quite a few stakeholders reported becoming very comfortable with video conferencing technology as a standard method for communicating with colleagues or incorporating guests into classes or meetings. Stakeholders cited the growing need for increased support for small-scale (desktop) video conferencing as well as large-scale (dedicated, multi-user, multi-source devices) conferencing systems.

**Three-Year Goals and Objectives
Infrastructure Projects
Revised - Spring 2012**

Goal: Residence Hall Communications Infrastructure Upgrade

Upgrade the wired and wireless communications infrastructure of all residence halls to provide wireless and wired network access to each room and all common spaces, advanced cable television services, and voice over IP telephone service.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Perform complete upgrades to Seneca and Oneida Halls. 2. Equip Funnelle, Lonis, Moreland, Mackin, Scales, and Waterbury Halls with wireless network coverage in all rooms. 3. Assess effectiveness of wireless network coverage in residence halls.	1. Perform complete upgrade to Onondaga Hall. 2. Plan for additional upgrades to Funnelle, Scales, and Waterbury Halls in coordination with other rehabilitation projects.	

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college.
- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths.

Goal: Network Component Backup Power

Extend battery and generator power to infrastructure locations to improve network operations during electrical grid outages.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Assess backup power capabilities in each network infrastructure location.2. Plan for incorporation of network infrastructure locations on building generator electric circuits.3. Plan for upgrade of uninterruptible power supplies for network infrastructure locations with inadequate temporary power or no access to building generator power.	<ol style="list-style-type: none">1. Move electrical circuits serving network infrastructure locations to generator supported circuits.2. Install upgraded uninterruptible power supplies.3. Assess any remaining network vulnerabilities related to electrical power reliability.	

Supporting College Strategic Plan:

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- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths.
- World Awareness - Demonstrate a commitment to stewardship of the world environment beginning with our campus.

Goal: Campus-wide Wireless Network Expansion

Provide access to the campus wireless network in all areas of the campus where students, faculty, staff and guest may find it useful.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Develop new standards for placement of wireless network access points.2. Deploy access points according to new standards in rehabilitated buildings and new construction.3. Prioritize locations for new access point installations based on new standards.4. Deploy additional access points in existing facilities.	<ol style="list-style-type: none">1. Deploy additional access points in existing facilities.2. Deploy access points according to new standards in rehabilitated buildings and new construction.	<ol style="list-style-type: none">1. Deploy additional access points in existing facilities.2. Deploy access points according to new standards in rehabilitated buildings and new construction.

Supporting College Strategic Plan:

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Goal: Internet2 Connectivity

Establish a connection to Internet2 to support research and academic initiatives and video telepresence communication.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Establish technical connections with Internet2 through NYSERNet.2. Develop test scenarios for confirming functionality of Internet2 connectivity.3. Promote the availability of Internet2 connectivity to faculty and other campus stakeholders with a potential application.4. Train interested stakeholders on processes to access Internet2.	<ol style="list-style-type: none">1. Assess utilization of Internet2.2. Promote the availability of Internet2 connectivity to faculty and other campus stakeholders with a potential application.3. Train interested stakeholders on processes to access Internet2.	<ol style="list-style-type: none">1. Assess utilization of Internet2.2. Promote the availability of Internet2 connectivity to faculty and other campus stakeholders with a potential application.3. Train interested stakeholders on processes to access Internet2.

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college.
- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths; Expand scholarly and research capabilities and opportunities for faculty and students.

Goal: Mobile Device Management (MDM) Implementation

Develop a comprehensive set of policies, procedures and network services to support mobile devices utilized by students, faculty, and staff.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Working with CTAB and its Applications/Equipment subcommittee, develop policies and procedures for supporting both college-owned and personal mobile devices.2. Develop functional and technical criteria for evaluating MDM systems.3. Investigate possible MDM providers.4. Evaluate likely MDM products.5. If appropriate, procure and implement an MDM solution.6. Regularly monitor developments in the MDM industry.	<ol style="list-style-type: none">1. Regularly monitor developments in the MDM industry.2. Assess effectiveness of MDM policies and procedures.	<ol style="list-style-type: none">1. Regularly monitor developments in the MDM industry.2. Assess effectiveness of MDM policies and procedures.

Supporting College Strategic Plan:

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- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths; Expand scholarly and research capabilities and opportunities for faculty and students.

Goal: Completion of Voice Over Internet Protocol (VoIP) Telephony Deployment

Continue with the convergence and upgrade of the campus data infrastructure to support VoIP telephony throughout the entire campus. Decommission the legacy telephone system.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Upgrade network infrastructure in remaining campus buildings to support VoIP. 2. Convert end user handsets to new VoIP instruments. 3. Consult with stakeholders on the implementation of new services available through VoIP telephony.	1. Assess effectiveness of current VoIP services. 2. Pilot new VoIP services. 3. Assess user satisfaction with VoIP telephony.	

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college.
- World Awareness - Demonstrate a commitment to stewardship of the world environment beginning with our campus

Goal: Network Component Refresh

Upgrade network components throughout the campus as switches and other devices reach their end of life state.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Assess end of life and/or maintenance status of all network component equipment.	1. Assess end of life and/or maintenance status of all network component equipment.	1. Assess end of life and/or maintenance status of all network component equipment.
2. Develop a plan for replacing network components that have reached end of life.	2. Develop a plan for replacing network components that have reached end of life.	2. Develop a plan for replacing network components that have reached end of life.
3. Install new network components.	3. Install new network components.	3. Install new network components.

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college.

Three-Year Goals and Objectives
Academic Projects
Revised - Spring 2012

Goal: Lecture Capture Implementation

Provide faculty throughout the college with the capability of recording and storing lectures, presentations by guest speakers, and other class activities for review by students on the web.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Select, procure, and implement a campus-wide solution. 2. Equip ATCs in various buildings with the system. 3. Coordinate with the CTAB Education subcommittee and the Board as a whole to develop processes for expanding lecture capture capacity.	1. Expand lecture capture capacity across campus by at least ten learning spaces.	1. Expand lecture capture capacity across campus by at least ten learning spaces.

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college
- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths

Goal: Advanced Technology Classroom (ATC) Expansion

Continue to expand the number of ATCs until all appropriate classrooms and learning spaces have been properly equipped.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Based on the Technology Plan Benchmark Report, assess the number and location of classrooms and learning spaces in need of an ATC installation.2. Plan and implement ten new ATCs.3. Coordinate with faculty and assess the effectiveness of ATC configurations and standards.	<ol style="list-style-type: none">1. Plan and implement ten new ATCs.2. Coordinate with faculty and assess the effectiveness of ATC configurations and standards.	<ol style="list-style-type: none">1. Plan and implement ten new ATCs.2. Coordinate with faculty and assess the effectiveness of ATC configurations and standards.

Supporting College Strategic Plan:

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Goal: Advanced Technology Classroom (ATC) Refresh

Upgrade obsolete and aging components of existing ATCs to maintain functionality, reliability, and compliance with current college technology standards.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Based on the Technology Plan Benchmark Report, assess the number and location of classrooms and learning spaces in need of an ATC upgrade.	1. Based on the Technology Plan Benchmark Report, assess the number and location of classrooms and learning spaces in need of an ATC upgrade.	1. Based on the Technology Plan Benchmark Report, assess the number and location of classrooms and learning spaces in need of an ATC upgrade.
2. Plan and implement ATC upgrades.	2. Plan and implement ATC upgrades.	2. Plan and implement ATC upgrades.
3. Coordinate with faculty and assess the effectiveness of ATC configurations and standards.	3. Coordinate with faculty and assess the effectiveness of ATC configurations and standards.	3. Coordinate with faculty and assess the effectiveness of ATC configurations and standards.

Supporting College Strategic Plan:

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Goal: Application/Desktop Virtualization

Expand the capacity of the college to provide students, faculty, and staff with web-based access to specialized and general purpose software applications.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Engage a vendor partner to assist in the planning for server, storage and network capacity to support an expanded virtualization infrastructure.2. Design, procure, and implement expanded virtualization infrastructure.3. Replace one or two computer labs with "thin client" devices to test virtualized applications and desktops in a lab setting.4. Promote the availability and use of the "virtual computer lab" to students and faculty.	<ol style="list-style-type: none">1. Promote the availability and use of the "virtual computer lab" to students and faculty.2. Assess the effectiveness of the virtual computer lab with students and faculty.3. Plan for necessary expansion of the virtualization infrastructure.4. Consider other computer labs for replacement with thin client devices.	<ol style="list-style-type: none">1. Promote the availability and use of the "virtual computer lab" to students and faculty.2. Assess the effectiveness of the virtual computer lab with students and faculty.3. Plan for necessary expansion of the virtualization infrastructure.4. Consider other computer labs for replacement with thin client devices.

Supporting College Strategic Plan:

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Goal: Computer Laboratory Refresh

Upgrade obsolete and aging components of existing computer labs to maintain functionality, reliability, and compliance with current college technology standards.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Based on the Technology Plan Benchmark Report, assess the number and location of computer labs in need of an upgrade.	1. Based on the Technology Plan Benchmark Report, assess the number and location of computer labs in need of an upgrade.	1. Based on the Technology Plan Benchmark Report, assess the number and location of computer labs in need of an upgrade.
2. Plan and implement computer lab upgrades.	2. Plan and implement computer lab upgrades.	2. Plan and implement computer lab upgrades.
3. Coordinate with faculty and assess the effectiveness of computer lab configurations and standards.	3. Coordinate with faculty and assess the effectiveness of computer lab configurations and standards.	3. Coordinate with faculty and assess the effectiveness of computer lab configurations and standards.

Supporting College Strategic Plan:

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Goal: Angel Upgrade/Conversion

Upgrade the learning management system (LMS) to Angel version 8.0 and prepare for the conversion to the successor product - Blackboard (BB) Learn

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Coordinate with the SUNY Learning Network to upgrade the LMS to Angel version 8.0 during Summer 2012.2. Provide professional development for faculty in preparation of utilizing Angel 8.0 beginning in Fall 2012.3. Assess with students and faculty the effectiveness of the upgrade.	<ol style="list-style-type: none">1. Coordinate with the SUNY Learning Network regarding the development of technology tools to convert instructional content from Angel to BB Learn.2. Test the conversion process and assess with faculty.3. Coordinate with faculty, Extended Learning, and the SUNY Learning Network to plan for the conversion of existing course content to BB Learn.4. Begin conversion of Angel course content to Learn. Implement BB Learn for converted courses.	<ol style="list-style-type: none">1. Complete the conversion of course content from Angel to BB Learn.2. Complete the implementation of the BB Learn product.3. Assess with faculty and students the effectiveness of the conversion.4. Plan for decommissioning the Angel product.

Supporting College Strategic Plan:

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Goal: Capital Project Planning and Implementation

Working with Facilities Design and Construction, capital project steering committees, capital project executive committees and individual academic departments, plan and implement the infrastructure and end user technology programs for new and refurbished facilities across campus.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Establish network and computer hardware services in the first phase of the new School of Education facilities in Wilber Hall.2. Develop implementation plans for new Science and Engineering complex.3. Procurement equipment for the new Science and Engineering complex.4. Begin the installation and implementation of infrastructure, equipment, and systems in the Science and Engineering complex.5. Continue the development of designs and plans for subsequent phases of the School of Education.	<ol style="list-style-type: none">1. Complete the installation and implementation of infrastructure, equipment, and systems in the Science and Engineering complex.2. Assess the effectiveness of infrastructure, equipment, and systems in the Science and Engineering complex.3. Finalize plans for subsequent phases of the School of Education.4. Procure equipment for phase two of the School of Education.5. Begin the installation and implementation of infrastructure, equipment, and systems in the School of Education phase two.	<ol style="list-style-type: none">1. Complete the installation and implementation of infrastructure, equipment, and systems in the School of Education phase two.2. Assess the effectiveness of infrastructure, equipment, and systems in the School of Education phase two.3. Procurement equipment for the School of Education phase three.4. Begin the installation and implementation of infrastructure, equipment, and systems in the School of Education phase three.

Supporting College Strategic Plan:

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Three-Year Goals and Objectives
Administrative Projects
Revised - Spring 2012

Goal: Expand Data Reporting and Analysis Tools and Systems

Provide robust and user friendly reporting and analysis tools for use in academic and administrative departments.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none"> 1. Form a cross-divisional, functional/technical project team to define campus needs for reporting and analysis. 2. Develop a requirements document articulating campus needs. 3. Educate the project team on the options available for reporting and analysis through existing and new tools and systems. 4. Evaluate possible solutions for reporting and analysis tools based on requirements document. 5. Select an appropriate solution and develop an implementation plan including any staffing impacts. 	<ol style="list-style-type: none"> 1. Implement reporting and analysis solution. 2. Augment staff as appropriate. 3. Train campus users on new reporting and analysis tools. 	<ol style="list-style-type: none"> 1. Assess effectiveness of reporting and analysis solution.

Supporting College Strategic Plan:

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Goal: Upgrade The Banner Student Information System to Version 9

Provide students, faculty, and staff with a superior student information system by upgrading to Banner version 9.0.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Assess changes in technology moving from Banner version 8 to version 9.2. Provide technical staff training accordingly.3. In consultation with the Banner User Group and the SICAS Center, develop a migration plan for Banner version 9.4. Implement Banner version 9 in a test environment.5. Migrate to Banner version 9 in the production environment when ready.	<ol style="list-style-type: none">1. Assess effectiveness of Banner version 9 upgrade.2. Make adjustments and modifications as appropriate.	<ol style="list-style-type: none">1. Begin developing plans for future upgrades.

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college

Goal: Implement The DegreeWorks Academic Planning System

In collaboration with other SUNY campuses, implement the DegreeWorks system to provide students, faculty, and advisors with advanced academic planning and progress monitor tools.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Participate in SUNY planning for DegreeWorks.2. Train technical and functional staff on DegreeWorks configuration and integration.3. Integrate Oswego's on-premise Banner system with the Degree-Works system hosted at ITEC.4. Develop the rules (scribing) for Oswego degree programs.5. Test system configuration and functionality.	<ol style="list-style-type: none">1. Develop the rules (scribing) for Oswego degree programs.2. Test system configuration and functionality.3. Train faculty, advisors, and staff on the use of the DegreeWorks system4. Launch the DegreeWorks system for summer orientation.5. Assess the effectiveness of the DegreeWorks system	<ol style="list-style-type: none">1. Assess the effectiveness of the DegreeWorks system.

Supporting College Strategic Plan:

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Goal: Coordinate Campus-wide Print Output

Analyze, coordinate, and consolidate print output devices and functions across campus to improve efficiency, reduce costs, and increase the sustainability of print materials.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Assess current state of print output capabilities and capacity for students, faculty, and staff in all departments.2. Develop an overall strategy for reducing print output and the number of print devices used on campus.3. Standardize print output devices within device categories (copiers, printers, multifunction devices)4. Solicit bids for a single print output support vendor.5. In collaboration with individual departments, implement the coordinated print strategy.	<ol style="list-style-type: none">1. Complete implementation of coordinated print strategy.2. Assess effectiveness of coordinated print strategy.3. Measure carbon footprint and resource consumption reduction and report to Sustainability Committee.4. Set new goals for print output reduction.	<ol style="list-style-type: none">1. Assess effectiveness of coordinated print strategy.2. Measure carbon footprint and resource consumption reduction and report to Sustainability Committee.3. Set new goals for print output reduction.

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college
- World Awareness - Demonstrate a commitment to stewardship of the world environment beginning with our campus

Goal: Maintain The Currency of Faculty/Staff Individual Computing Devices

Provide faculty and staff with viable computing devices (desktops, laptops, or other devices such as tablets) and current operating systems and applications to support the effectiveness of their role at the college.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<p>1. Develop and maintain a current and accurate inventory of faculty/staff computing devices.</p> <p>2. Within appropriate budget constraints, develop a replacement cycle to maintain the currency of these devices.</p> <p>3. Provide faculty and staff with a mechanism to request an off-cycle upgrade based on the unique or changing needs of their role.</p>	<p>1. Within appropriate budget constraints, develop a replacement cycle to maintain the currency of these devices.</p>	<p>1. Within appropriate budget constraints, develop a replacement cycle to maintain the currency of these devices.</p>

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college
- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths; Expand scholarly and research capabilities and opportunities for faculty and students.
- World Awareness - Demonstrate a commitment to stewardship of the world environment beginning with our campus

Goal: Expand the Utilization of the Document Management System

Implement digital document creation and management capabilities in additional departments throughout the college.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Reach out to departments across campus to determine interest and need in utilizing digital documents2. Prioritize implementation of document management for interested departments.3. Establish project teams for document management implementation in respective departments.4. Implement document management in additional departments.	<ol style="list-style-type: none">1. Implement document management in additional departments.2. Assess effectiveness of the document management system.3. Assess the storage capacity of the document management system and expand as appropriate.	<ol style="list-style-type: none">1. Implement document management in additional departments.2. Assess effectiveness of the document management system.3. Assess the storage capacity of the document management system and expand as appropriate.

Supporting College Strategic Plan:

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Three-Year Goals and Objectives
Broad-based Support and Development Projects
Revised - Spring 2012

Goal: Help Desk Ticketing System Overhaul

Upgrade the information system used to operate the Technology Support Center(TSC, aka the Help Desk) to provide more efficient operations, better data regarding user issues and resolutions, and more direct connections between TSC operations and the CTS solutions knowledgebase.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Review and evaluate products that meet our needs criteria. 2. Select and procure preferred solution. 3. Implement and configure new system. 4. Train CTS users on the new system. 5. Deploy new system.	1. Phase out old ticketing system. 2. Promote self service features to users. 3. Investigate additional features of software and refine existing ones that may improve operational efficiencies.	1. Continue promoting self service to users. 2. Implement additional features and refine existing ones as necessary to improve operational efficiencies.

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Goal: Remote Desktop Support Expansion

Develop new systems and operational procedures to support users and resolve hardware and software issue remotely.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Purchase and configure remote desktop support application.2. Train CTS users on how to use the service.3. Encourage staff to use the new service whenever appropriate.	<ol style="list-style-type: none">1. Investigate additional features of software and refine existing ones that may improve operational efficiencies.2. Assess user satisfaction with remote support services.	<ol style="list-style-type: none">1. Implement additional features of software and refine existing ones that may improve operational efficiencies.2. Assess user satisfaction with remote support services.

Supporting College Strategic Plan:

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Goal: Web Portal Implementation

Deploy a web-based, single sign-on portal to integrate commonly used college information systems and communication channels.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Review systems that meet our needs criteria.2. Select and purchase preferred solution3. Implement and configure system.4. Pilot the new system with representative group of campus users.5. Release new system to the entire campus community.6. Train users on using the portal.	<ol style="list-style-type: none">1. Refine and make improvements to the portal interface as necessary.2. Phase out the oswego.edu/mail page in favor of the portal.3. Possibly phase out the ANGEL login button available on the oswego.edu/angel page in favor of the portal.4. Research other services that could be integrated into the portal.	<ol style="list-style-type: none">1. Refine and make improvements to the portal interface as necessary.2. Implement other services that could be integrated into the portal.

Supporting College Strategic Plan:

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Goal: Digital Asset Repository (DAR) Implementation

Establish a high capacity, web-based, repository for storing a wide variety of digital assets include audio, video, still imagery, and document files. This repository should support campus and public access and serve as both an archive and media distribution channel.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Develop functional specifications for a DAR solution.2. Evaluate products and select the preferred solution.3. Procure and implement preferred product.4. Coordinate with CTAB, Public Affairs, Publications, Alumni and Development, the Library, and other stakeholder groups on campus to develop processes for the management and utilization of the DAR.	<ol style="list-style-type: none">1. Assess the utilization of the DAR and report to CTAB.2. Promote the expanded use of the DAR.	<ol style="list-style-type: none">1. Assess the utilization of the DAR and report to CTAB.2. Promote the expanded use of the DAR.

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college; Design exemplary programs with remarkable academic identity, standing and success; Create a sense of pride, spirit of unity, and lifelong affinity for the college
- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths; Expand scholarly and research capabilities and opportunities for faculty and students
- Engagement - Broaden the college's service mission to include stronger interaction, dialogue, communication, societal and economic benefit and mutual concern for the local community, region and state

Goal: Technical Staffing and Organization

In the context of the most recent technology needs assessment and observations of the CTS management team, assess the staffing needs of CTS to provide effective levels of technical staff support for current and anticipated needs of the college.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Assess the current and anticipated workload of all positions within CTS.2. Compare and analyze workloads in regard to national and industry benchmarks.3. Consider organizational models for CTS that may better serve the campus more effectively based on anticipated future support needs.4. Develop staffing recommendations in anticipation of future campus needs and CTS staff succession.	<ol style="list-style-type: none">1. Within current budget constraints, implement staffing recommendations.2. Based on the assessment of workload and evaluation of organizational models, possibly implement a new organization structure for CTS.3. Assess the effectiveness of current staffing levels in meeting current and anticipated technical support needs of the college.	<ol style="list-style-type: none">1. Within current budget constraints, implement staffing recommendations.2. Assess the effectiveness of current staffing levels in meeting current and anticipated technical support needs of the college.

Supporting College Strategic Plan:

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- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths;

Goal: Training Assessment and Redesign

Based on the most recent needs assessment, evaluate the effectiveness of the breadth, depth, and delivery method of current technology training and professional development offerings of the college through CTS, CELT, and other departments. Consider new models for soliciting input for training needs and the delivery of those training opportunities.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Establish a training review task force.2. Review existing evaluation data to determine strengths and weaknesses of current training and professional development offerings.3. Based on the most current technology needs assessment, develop a plan to pilot new and different training and professional development offering.4. Implement pilot project for new training models.	<ol style="list-style-type: none">1. Review existing evaluation data to determine strengths and weaknesses of current training and professional development offerings.2. Based on the most current technology needs assessment, develop a plan to pilot new and different training and professional development offering.3. Expand pilot project for new training models.	<ol style="list-style-type: none">1. Review existing evaluation data to determine strengths and weaknesses of current training and professional development offerings.2. Based on the most current technology needs assessment, develop a plan to pilot new and different training and professional development offering.3. Expand pilot project for new training models.

Supporting College Strategic Plan:

- Vitality - Strengthen the basic building blocks of the institution necessary to maximize the intellectual and community spirit of the college; Design exemplary programs with remarkable academic identity, standing and success;
- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths; Expand scholarly and research capabilities and opportunities for faculty and students

Three-Year Goals and Objectives
Future Proofing/Big Picture Projects
Revised - Spring 2012

Goal: Internet Connection Capacity Upgrade

Increase campus Internet circuit capacity to serve new and additional needs of students, faculty, and staff.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Assess current Internet usage patterns. 2. Plan and implement new network equipment to accommodate higher Internet bandwidth. 3. Negotiate new contracts with Time Warner and Verizon for increased Internet bandwidth 4. Install higher capacity circuits. 5. Monitor Internet usage types to shape and optimize network traffic rules.	1. Assess current Internet usage patterns. 2. Monitor Internet usage types to shape and optimize network traffic rules. 3. Plan for increased bandwidth as appropriate.	1. Assess current Internet usage patterns. 2. Monitor Internet usage types to shape and optimize network traffic rules. 3. Plan for increased bandwidth as appropriate.

Supporting College Strategic Plan:

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- Intellectual Rigor - Provide transformative learning experiences for students that leverage the college's strengths

Goal: Data Center Electrical and HVAC Upgrade

Improve to size, configuration, and capacity of the data center to assure the highest level of reliability and efficiency utilizing green technology for cooling and power supply.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Investigate vendors to assess data center HVAC and electrical requirements as well as physical configuration.2. Consult with NYSERDA on grant opportunities to support data center assessment.3. Contract with vendor to conduct data center assessment.4. Develop data center upgrade plan based on assessment findings.	<ol style="list-style-type: none">1. Design new physical configuration for data center.2. Construct new data center design.3. Replace HVAC unit.4. Upgrade backup power components.	<ol style="list-style-type: none">1. Assess effectiveness of new data center design.

Supporting College Strategic Plan:

- World Awareness - Demonstrate a commitment to stewardship of the world environment beginning with our campus

Goal: Assessment of Network Security

Assure the safety and security of students, faculty, and staff as well as college information and physical assets by conducting regular network security testing.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Investigate vendors to conduct network security testing.	1. Investigate vendors to conduct network security testing.	1. Investigate vendors to conduct network security testing.
2. Contract with vendor to conduct network security test.	2. Contract with vendor to conduct network security test.	2. Contract with vendor to conduct network security test.
3. Implement recommendations as appropriate from network security test.	3. Implement recommendations as appropriate from network security test.	3. Implement recommendations as appropriate from network security test.
4. Report improvements to network security to the Information Security Task Force and include in annual SUNY security assessment questionnaire.	4. Report improvements to network security to the Information Security Task Force and include in annual SUNY security assessment questionnaire.	4. Report improvements to network security to the Information Security Task Force and include in annual SUNY security assessment questionnaire.
5. Incorporate findings from the network security test into the security awareness program.	5. Incorporate findings from the network security test into the security awareness program.	5. Incorporate findings from the network security test into the security awareness program.

Supporting College Strategic Plan:

- Solutions - Increase understanding of complicated problems that afflict society

Goal: Identity Management System Overhaul

Design and implement a unified, federated identity management system to support students, faculty, and staff for on campus, SUNY, and related off campus information systems and services.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
<ol style="list-style-type: none">1. Establish a technical project team to review the functions and requirements of a modern identity management system (IDM).2. Include functional representatives on the project team who may have a valuable perspective on IDM utilization.3. Develop technical and function criteria for a unified IDM system.4. Evaluate IDM productions. Procure the preferred solution.5. Develop an implementation plan for the new IDM.6. Implement the new IDM system.	<ol style="list-style-type: none">2. Assess the effectiveness of the IDM system.	

Supporting College Strategic Plan:

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Goal: Etextbook and Digital Content Exploration and Adoption

Explore the evolution and expanding options for adoption of etextbooks and other digital instructional materials.

<u>Year 1 Objectives</u>	<u>Year 2 Objectives</u>	<u>Year 3 Objectives</u>
1. Establish an etext/digital content task force.	1. Implement etextbook adoption pilot project.	1. Expand the adoption of etextbooks.
2. Explore, document, and share options for the utilization of etextbooks and digital content.	2. Assess effectiveness of etextbook pilot project.	2. Assess the effectiveness of etextbooks.
3. Develop plans for a formal etextbook adoption pilot project.	3. Develop plans for the expansion of the etextbook pilot project.	

Supporting College Strategic Plan:

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**Technology Plan - Annual Implementation Plan
May/June 2012 to May/June 2013
Projects**

Infrastructure Projects

Residence Hall Infrastructure Upgrade Phase II

Description/scope: Install new wired ports, wireless access points, CATV and network infrastructure in Seneca and Oneida Halls.

Projected Cost: Network/UPS cost \$1,550,000

Funding Source: Residence Life & Housing

Timeline: Summer 2012

Technical/Functional Department(s) Responsible: CTS - Telecommunications, Facilities Design & Construction, Facilities Maintenance & Operations, Residence Life & Housing

Residence Hall Infrastructure Wireless Revision Phase

Description/scope: Install new wireless access points and network infrastructure in Funnelle, Scales, Waterbury, Lonis, Moorland, and Mackin Halls.

Projected Cost: Network/UPS cost \$1,816,000

Funding Source: Residence Life & Housing

Timeline: Summer 2012 through Winter 2013

Technical/Functional Department(s) Responsible: CTS - Telecommunications, Facilities Design & Construction, Facilities Maintenance & Operations, Residence Life & Housing

Residence Hall Infrastructure Upgrade Phase III

Description/scope: Install new wired ports, wireless access points, CATV and network infrastructure in Onondaga Hall

Projected Cost: Network/UPS cost \$850,000

Funding Source: Residence Life & Housing

Timeline: Summer 2013

Technical/Functional Department(s) Responsible: CTS - Telecommunications, Facilities Design & Construction, Facilities Maintenance & Operations, Residence Life & Housing

Mobile Device Management (MDM) Implementation

Description/scope: Evaluate MDM products, conduct product trials, and assess viability of solutions for college-owned and personally owned devices. Implement as appropriate.

Projected Cost: Unknown, to be determined through product evaluations and trials

Funding Source: Technology Fee

Timeline: Summer/Fall 2012

Technical/Functional Department(s) Responsible: CTS - Telecommunications, Instructional Technologies

Campus-wide Wireless Network Expansion

Description/scope: Installation of wireless access points and network infrastructure.

Projected Cost: \$250,000

Funding Source: CTS

Timeline: Spring 2012- Summer 2013

Technical/Functional Department(s) Responsible: CTS - Telecommunications

Network Refresh

Description/scope: Replacement of end-of-life network equipment in academic and administrative buildings across campus.

Projected Cost: \$500,000

Funding Source: Campus Technology Services state budget; Technology Fee

Timeline: Ongoing throughout the year

Technical/Functional Department(s) Responsible: CTS - Telecommunications

VoIP Expansion

Description/scope: Continuance of VoIP roll-out throughout campus.

Projected Cost: \$100,000

Funding Source: CTS

Timeline: 2012-2013

Technical/Functional Department(s) Responsible: CTS - Telecommunications

Internet2/NYSERNet Connection

Description/scope: Establish a connection to Internet2 through NYSErNet to support advanced computing services and telepresence.

Projected Cost: \$45,000

Funding Source: Tech Fee

Timeline: Summer 2012

Technical/Functional Department(s) Responsible: CTS - Telecommunications

Network Component Backup Power

Description/scope: Extend battery and generator power to infrastructure locations to improve network operations during electrical grid outages.

Projected Cost: \$100,000

Funding Source: Campus Technology Services state budget; Technology Fee

Timeline: Ongoing throughout the year

Technical/Functional Department(s) Responsible: CTS - Telecommunications, Facilities Maintenance & Operations

Academic Projects

Computer Lab Equipment Replacements

Description/scope: Replace computer hardware in the labs in Campus Center and other locations.

Projected Cost: \$160,000

Funding Source: Technology Fee

Timeline: Summer 2012

Technical/Functional Department(s) Responsible: CTS - Instructional Technologies

Angel Upgrade

Description/scope: Upgrade ANGEL to version 8 to allow for additional features and to extend the timeframe in which we need to migrate to Blackboard to 2015.

Projected Cost: Included with SLN support and ITEC hosting costs.

Funding Source: CTS & Extended Learning

Timeline: Projected completion, August 2012.

Technical/Functional Department(s) Responsible: CTS, Extended Learning, SLN, ITEC, faculty using ANGEL.

Lecture Capture Enterprise Implementation

Description/scope: Provide the campus with a class capture solution that can be used for recording class lectures, presentations and guest speakers.

Projected Cost: Unknown, to be determined through product trials

Funding Source: Technology Fee

Timeline: Projected completion date of Fall 2012

Technical/Functional Department(s) Responsible: CTS - Instructional Support and User Support, various faculty that have been testing different solutions.

Application Virtualization Expansion

Description/scope: Expand the capacity and available software in the virtual computer lab.

Projected Cost: \$50,000

Funding Source: Technology Fee

Timeline: Summer 2012

Technical/Functional Department(s) Responsible: CTS - Instructional Technologies

School of Education Phase 1 Implementation

Description/scope: Establish network and computer hardware services in the first phase of the new School of Education facilities in Wilber Hall

Projected Cost: \$85,000

Funding Source: Capital Plan

Timeline: Summer 2012

Technical/Functional Department(s) Responsible: CTS - Telecommunications, Instructional Technologies, and Instructional Support; Facilities Design & Construction; Facilities Maintenance & Operations, SoE Technology Department

Faculty Computer Replacements

Description/scope: Replace faculty desktop/laptop computers in service for five years or more.

Projected Cost: \$100,000

Funding Source: Technology Fee

Timeline: Ongoing throughout the year - at least ten units per month.

Technical/Functional Department(s) Responsible: CTS - Instructional Technologies

Advanced Technology Classroom (ATC) Expansion

Description/scope: Install ten new ATCs across campus serving multiple departments.

Projected Cost: \$60,000

Funding Source: Technology Fee

Timeline: Summer 2012/ Winter 2013

Technical/Functional Department(s) Responsible: CTS - Instructional Support & Instructional Technologies; Facilities Maintenance & Operations.

Advanced Technology Classroom (ATC) Refresh

Description/scope: Replace projectors and computers in service four years or more in ATC throughout campus.

Projected Cost: \$40,000

Funding Source: Technology Fee

Timeline: Summer 2012/ Winter 2013

Technical/Functional Department(s) Responsible: CTS - Instructional Support & Instructional Technologies

School of Education Phase II & III

Description/scope: Continue participation in the planning for the rehabilitation of Park and Wilber Halls

Projected Cost:

Funding Source: Capital Plan

Timeline: Ongoing throughout the year

Technical/Functional Department(s) Responsible: Facilities Design & Construction, CTS - Telecommunications, Instructional Technologies, Instructional Support, CTO's Office; School of Education Planning Committee

Science & Engineering Complex Implementation Planning

Description/scope: Develop plans to implement building infrastructure and academic and administrative functions in preparation for the opening of the complex in Fall 2013

Projected Cost: \$2,000,000

Funding Source: Capital Plan

Timeline: Fall 2012 through Spring 2013

Technical/Functional Department(s) Responsible: CTS - Telecommunications, Instructional Technologies, Instructional Support, User Support, CTO's Office; Facilities Design and Construction, Science Planning Committee

Administrative Projects

Desktop Operating System Upgrades

Description/scope: Upgrade all Windows computers to Windows 7 and all Apple Computers to Lion.

Projected Cost: None, included in current campus licenses

Funding Source: Technology Fee

Timeline: Summer/Fall 2012, Winter 2013, first half of Spring 2013

Technical/Functional Department(s) Responsible: CTS - Instructional Technologies

DegreeWorks Implementation

Description/scope: Develop, test, and implement SunGard's DegreeWorks product to replace CAPP for degree planning, progress monitoring, and advising.

Projected Cost: None

Funding Source: System Administration

Timeline: Development and testing throughout 2012/13 academic year. Project implementation in June of 2013

Technical/Functional Department(s) Responsible: Registrar's Office, CTS - Administrative Systems

Document Imaging/Management System Expansion

Description/scope: Expand the use of the Banner Document Management System to other offices on campus such as Human Resources and Graduate Studies

Projected Cost: Minimal costs for scanning license seats and hardware

Funding Source: Functional departments

Timeline: Fall 2012

Technical/Functional Department(s) Responsible: CTS - Administrative Systems, Human Resources, Graduate Studies

Staff Desktop Computer Replacements

Description/scope: Replace staff desktop/laptop computers in service five years or more
Projected Cost: \$40,000
Funding Source: Functional departments
Timeline: Ongoing throughout the year
Technical/Functional Department(s) Responsible: CTS - Instructional Technologies

Data Reporting and Analysis Tools and Systems Needs Assessment and Planning

Description/scope: Establish a project team to conduct an in-depth needs assessment of campus wide reporting and analysis tools and systems. Develop a plan for implement appropriate tools and systems.
Projected Cost: None other than staff time
Funding Source: Not applicable
Timeline: Summer 2012 through Spring 2013
Technical/Functional Department(s) Responsible: CTS - Administrative Systems, Alumni, Development, Provost's Office, Registrar's Office, Financial Aid, Student Accounts, Institutional Research, and other functional departments to be determined.

Upgrade Banner Student Information System to Version 9.0

Description/scope: Assess campus and product readiness in preparation for an upgrade of the Banner student information system to version 9.0
Projected Cost: None other than staff time
Funding Source: Not applicable
Timeline: Ongoing throughout the year
Technical/Functional Department(s) Responsible: All members of the Banner User Group

Print Output Coordination

Description/scope: Develop and implement plans to coordinate and consolidation print output services for students, faculty, and staff throughout the college based on the print output assessment student conducted in Fall 2011.
Projected Cost: Unknown
Funding Source: To be determined through the planning process.
Timeline: Ongoing throughout the year
Technical/Functional Department(s) Responsible: Members of Copier/Printer Coordination Team and functional department representatives.

Broad-based Support and Development Projects

Digital Asset Repository Implementation

Description/scope: Evaluate products, pilot test promising solutions, and implement a web-based video/media repository to support a wide variety of academic, administrative, and archival uses.

Projected Cost: \$50,000 to \$75,000

Funding Source: Technology Fee

Timeline: Summer/Fall 2012

Technical/Functional Department(s) Responsible: CTS - Instructional Support, Library, Public Affairs

Campus Portal Implementation

Description/scope: The campus portal will be a place for users to authenticate once and have access to many core campus applications including LakerApps, ANGEL and myOswego.

Projected Cost: \$50-100K

Funding Source: Technology Fee

Timeline: Projected completion, Fall 2012/Spring 2013

Technical/Functional Department(s) Responsible: CTS, Public Affairs

Help Desk System Upgrade

Description/scope: Evaluate options for replace the existing system used to manage the Technology Support Center and related work orders.

Projected Cost: Unknown, to be determined through product evaluation

Funding Source: To be determined.

Timeline: Fall 2012/Spring 2013

Technical/Functional Department(s) Responsible: CTS - User Support in collaboration with all other CTS groups.

Remote Desktop Support Expansion and Implementation

Description/scope: Implement expanded remote user support functionality for assisting students, faculty, and staff in resolving hardware and software problems

Projected Cost: \$22,000

Funding Source: User Support state allocation

Timeline: Summer/Fall 2012

Technical/Functional Department(s) Responsible: CTS - User Support and Instructional Technologies

Review of Technical Staff and Organization

Description/scope: Assess current technical staff workloads, consider alternative organizational models for CTS, and develop staffing recommendations to support current and future needs of the college.

Projected Cost: Unknown

Funding Source: CTS state appropriation, Tech Fee

Timeline: Fall 2012 through Spring 2012

Technical/Functional Department(s) Responsible: CTS Leadership Team

Technology Training Assessment and Redesign

Description/scope: Assess the effectiveness of current training and professional development offerings and pilot new offerings and delivery methods.

Projected Cost: Unknown, likely to be done within existing resources

Funding Source: Not applicable

Timeline: Fall 2012 through Spring 2013

Technical/Functional Department(s) Responsible: CTS - User Support, CELT

Future Proofing Projects

Identity Management System Overhaul

Description/scope: Explore options for replacing current identity management systems with a unified, federated identity management system. Develop technical and functional design specifications

Projected Cost: Exploration and specification design - None
Implementation - Unknown; depends on solution

Funding Source: CTS, Technology Fee

Timeline: Summer 2012 through Spring 2013

Technical/Functional Department(s) Responsible: CTS - Instructional Technologies, User Support, and Administrative Systems

Data Center Operations Analysis

Description/scope: Review space, electrical, and HVAC needs of the Culkin Hall data center to improve energy efficiency and reduce operating costs.

Projected Cost: \$25,000 to \$35,000; cost may be reduced with NYSERDA support

Funding Source: CTS

Timeline: Fall 2012

Technical/Functional Department(s) Responsible: CTS - CTO's Office &

Telecommunications; Facilities Design & Construction; Facilities Maintenance & Operations

Internet Connection Capacity Expansion

Description/scope: Negotiate new contracts with Time Warner Cable and Verizon to expand the capacity of the college's Internet connections.

Projected Cost: Unknown

Funding Source: Tech Fee, ResNet Fee

Timeline: Summer 2012

Technical/Functional Department(s) Responsible: CTS - Telecommunications

Etextbook and Digital Content Exploration and Adoption

Description/scope: Explore options for utilizing etextbooks and other digital content in support of academic programs across campus.

Projected Cost: Unknown, costs would likely be the responsibility of students

Funding Source: Not applicable

Timeline: Ongoing throughout the year.

Technical/Functional Department(s) Responsible: CTAB, CTS, Extended Learning, ITC, Auxiliary Services, Provost's Office, Academic Departments.

Assessment of Network Security

Description/scope: Perform a variety of tests and check to determine the precise state and quality of the college's network security.

Projected Cost: \$17,000

Funding Source: CTS State Appropriation

Timeline: Summer 2012

Technical/Functional Department(s) Responsible: CTS - Telecommunications

Technology Planning Benchmarks Report - May 2012

Instructional Technologies

Faculty/Staff Computing Support

- Number of help desk tickets completed in categories related to:
 - Equipment Moves: 54
 - Hardware Installations: 376
 - Hardware Issues: 367
 - Account Issues: 388
 - LakerApps Issues: 168
 - Printer/Copier/Fax: 331
 - Software Installations: 472
 - Software Issues: 949
- Resolution time of help desk tickets in the above categories (expressed in terms of average number of minutes spent per ticket)
 - Equipment Moves: 29.56
 - Hardware Installations: 85.47
 - Hardware Issues: 37.43
 - Account Issues: 8.89
 - LakerApps Issues: 8.35
 - Printer/Copier/Fax: 43.89
 - Software Installations: 28.96
 - Software Issues: 34.83

Computer Lab Support

- Computer lab hardware upgrades: 27 labs upgraded
- Computer lab software deployments
 - New Software
 - Skype
 - Camtasia Studio
 - TNT
 - CDF
 - Matlab
 - NI Labview
 - ArbExpress
 - DigiView
 - Boe-Bot
 - Fox11
 - Quartus 2
 - Panopto
 - Adirondack
 - Read Out Loud
 - Draft Builder
 - Any Video Converter
 - R Statistical software
 - Cortona
 - Choreographe
 - Smartboard

- Updates
 - *Cn3D 4.3*
 - *Minitab 16*
 - *Netbeans*
 - *Premiere Disability Suite 13*
 - *Office 2010*
 - *Sketchpad 5*
 - *Hawkes*
 - *Choices 3 license updates (after semester start)*
 - *PRS*
 - *SPSS 19*
 - *Maple 15*
- Timeliness
- Computer lab utilization
 - General access labs: *188,667 distinct logins*
 - Discipline specific labs: *48,134 distinct logins*
- Operational issues
 - Number of reported problems: *48 reported by CLA's, and an additional 21 reported to help desk by customers*
 - Timeliness of resolution
- Communication effectiveness
 - CTAB Image Review
 - Departmental computer labs
 - General Access computer labs
 - Number of software install requests once semester has begun: 8

Desktop Services Evolution

- New Service Offerings
- Process Refinements Implemented
- Projects Completed

User Support

Technology Support Center (Help Desk) Effectiveness

- Number of support requests resolved on first call : 2467 out of 9537 tickets - 26%. Not all calls resolved on first call are logged.
- Number of support requests resolved by technicians remotely: 501 out of 9537 tickets - 5%.
- Utilization and expansion of the technical knowledgebase (Lakerpedia) to quickly resolve recurring requests. 239 searches, 154 solution views
- Resolution time for requests not resolved on first call: 38 minutes

Learning Management System Utilization

- Number of active course shells
 - Winter 2011
 - Web-Enhanced - 1 course shell
 - Asynchronous - 29 course shells
 - Hybrid - 0
 - Spring 2011
 - Web-Enhanced - 640 course shells
 - Asynchronous - 69 course shells
 - Hybrid - 9 course shells
 - Summer 2011
 - Web-Enhanced - 59 course shells
 - Asynchronous - 108 course shells
 - Hybrid - 3 course shells
 - Fall 2011
 - Web-Enhanced - 739 course shells
 - Asynchronous - 68 course shells
 - Hybrid - 6
- Number of students, faculty, staff using the LMS
 - Winter 2011
 - Faculty - 28 unique
 - Total student log-ins (non-unique) - 46339
 - Spring 2011
 - Faculty - 295 unique
 - Total student log-ins (non-unique) - 715903
 - Summer 2011
 - Faculty - 116 unique
 - Total student log-ins (non-unique) - 196878
 - Fall 2011
 - Faculty - 334 unique
 - Total student log-ins (non-unique) - 971838

Availability of Training

- Number of training and professional development activities available in various formats (in-person, online, on demand)
 - Face-to-Face Workshops Offered: 83 Total
 - Winter BreakOut 2011: 8
 - Spring BreakOut 2011: 11
 - CTS Workshops Spring (20), Summer (8), Fall (36): 64

- Online using Elluminate: 1
- On-Demand: 20
- Participation in training and professional development activities
 - Face-to-Face Workshop Participants:
 - Winter BreakOut 2011: 55
 - Spring BreakOut 2011 : 99
 - CTS Workshops Spring, Summer, Fall: registered: 241, attended: 151
 - Spring 2011: registered: 43, attended: 25
 - Summer 2011: registered: 26, attended: 28
 - Fall 2011: registered: 172, attended: 98
 - Online using Elluminate Participants: 2
 - Accesses to On-Demand Trainings: 298

Flow of Communication

- Visits to CTS website: 3,739,809
 - 3,513,651 to the email login page
 - 226,158 to other CTS pages
- Visits to CTS Newsletter, Technews, Facebook
 - Newsletter - 1,598 (twice a semester publication)
 - TechNews - 1,599 (monthly publication)
 - Facebook - 361 Likes - 51 new. 25,482 page views by people who have liked our page and those that have not.

Adoption and Support of New Systems/Services

- Percentage of adopters for any given project relative to potential user community
 - Microsoft Office 2010/2011: The majority of faculty and staff machines were upgraded by end of August 2011. All labs and ATC computers installed at end of August 2011.
 - Elluminate: 38 accounts for the Elluminate Live Manager have been created. 16 courses have the Elluminate nugget enabled in ANGEL.
- The timeframe from pilot project to wide-spread adoption
 - Microsoft Office 2010/2011: piloted in the Spring 2011 semester, installed on the majority of faculty, staff machines by end of August 2011. All labs and ATC computers installed at end of August 2011.
 - Elluminate piloted in Fall 2011 semester, available to the whole campus through the Elluminate Live Manager and ANGEL January 2012

Networking and Telecommunications

Voice Service Effectiveness

- Completion of the VoIP migration and retirement of legacy systems and infrastructure
 - *1353 Digital Sets have been cut over to VoIP*
 - *181 Analog Devices have been moved on to Cisco Gateway Ports*
- Appropriately placed, widespread availability of voice handsets
 - *The following buildings had VoIP handsets placed in them over the past year: Bldg 20, Culkin, Lanigan, Mahar, Penfield, Rich, Tyler, Walker*
- Deployment of advanced system features
 - *CallPark Feature added to Walker Health Ctr*
 - *Phone Queues added for Tyler and CC Box Office*
 - *Music on Hold modified for Admissions*
- Consolidation and simplification of cost allocation model
 - *Billing records are being converted to reflect the conversion of PBX phone models to VoIP models*
- Uptime availability of the voice systems
 - *As of April 23, 2012 the Cisco Call Manager had been up 160 straight days*

Infrastructure Maintenance and Advancement

- Expanded availability of the wireless network in academic, administrative, and residential spaces
 - *Moving away from the original campus model of wireless coverage only in common and classroom areas. Design specifications have been added to include wireless coverage in office areas of the new Science and Engineering building and the SoE renovations.*
 - *Cayuga Hall had new infrastructure installed for hard wired and wireless devices prior to the Fall 2011 semester. 90 wireless access points were installed.*
- The compatibility of the wireless network with a wide range of mobile devices
 - *The following devices are supported: PC Laptop, Apple Laptop, iPhone, iPad, iPod touch, Android and Kindle Fire*
- Ease of access for wireless network guest users consistent with campus security policies and Federal regulation
 - *Purchase of the Cisco NAC Guest server appliance occurred during the Fall 2011 semester. The unit has been physically installed and configuration of the device started in the late Spring 2012 semester.*
- The ongoing development of the wired infrastructure in new construction and rehabilitated facilities including the cable plant, switch hardware, and backup power
 - *New network hardware and UPSs were installed in: Bldg 20, Cayuga, Culkin, Lanigan, Littlepage, Mahar, Pathfinder, Penfield, Rich, Tyler, Walker. Bldg 12 and the Commissary had new network hardware installed and are awaiting UPS upgrades.*

- The availability of connections to new and different education and research networks through the world
 - *A new 25M dedicated circuit was installed between the main campus and the Metro Ctr in Syracuse.*

- Appropriate segmentation of network resources for traffic management and information asset protection
 - *Initial work began to logically separate network traffic from specific device populations from each other. Publically accessible computer lab/podium computers, Residence Halls, and voice over IP data networks were each moved into their own isolated security segment.*

- Assessment of network capacity to address changing user needs and assure appropriate throughput of all academic, administrative, and residential applications
 - *Internet connection to Time Warner was increased from 300 Mbps to 750 Mbps*
 - *Internet connection to Verizon was increased from 200 Mbps to 500 Mbps*
 - *SUNYNet encrypted network traffic was migrated from out of date hardware to more common up to date supported hardware.*

- Review of the score and grade of the SUNY security self-assessment questionnaire
 - *Installation of the TippingPoint Intrusion Prevention system took place in the Fall 2011 semester. This device blocks known inbound and outbound security threats as well as unknown security threats based on known behaviors from entering/exiting the network at the Internet border. This was an outcome of last year's SUNY security questionnaire.*

- Uptime availability of the network
 - *From Summer 2011 to Spring 2012 we achieved a 99.9% ("three nines") uptime on all critical network infrastructure junction points.*
 - *Current uptime of critical core devices is not a 100% accurate description how continuous the system operation due to built-in redundancy of the devices, but these are some sample uptimes as of 4/26/12:*
 - *Culkin 6500: 1 year, 33 weeks, 6 days, 2 hours*
 - *7206 Router: 1 year, 25 weeks, 4 days, 22 hours*
 - *Border Firewall: 279 days 2 hours*
 - *Cayuga: 37 weeks, 21 hours*
 - *Johnson: 4 years, 15 weeks, 5 days, 23 hours*
 - *Tyler: 42 weeks, 4 days, 19 hours*
 - *Campus Center: 1 year, 2 weeks, 6 days, 3 hours*
 - *Sheldon: 1 year, 6 weeks, 6 days, 2 hours*
 - *As equipment is replaced additional redundancy options for edge building networks is being considered to decrease the potential for any unscheduled downtime.*

Instructional Support

Deployment and Maintenance of Learning Space Presentation Systems

- Number of learning spaces across campus with presentation equipment.
 - *At the end of 2011, there were 146 learning spaces with presentation equipment permanently installed - these learning spaces encompass classrooms, meeting rooms, group study spaces, conference rooms.*

- Number of learning spaces across campus with presentation equipment that meets current campus standards.
 - *Standards for presentation systems have evolved over the years, and are periodically reviewed to assure that learning spaces continue to meet the evolving needs of students and faculty. Over time some learning spaces are partially or fully upgraded to the then current standard as equipment breaks or becomes obsolete. Not all spaces are fully upgradable to a current standard and not all learning spaces were designed to have all features or equipment of a classroom. Numbers below reflect learning spaces that fully meet or exceed the dated standard for the equipment installed.*
 - *2004: displays/screens capable of 4:3 aspect ratio, projectors capable of 1024 x 768 resolution; analog document camera, control system and VCR/DVD; computer with wired internet connection; telephone. 48 learning spaces currently meet this standard*
 - *2007: displays/screens capable of 16:9 aspect ratio; projectors capable of 1024 x 768 resolution; analog document camera, control system and VCR/DVD; computer with wired internet connection; telephone. 27 learning spaces currently meet this standard*
 - *2009: displays/screens capable of 16:9 or 16:10 aspect ratio; projectors capable of 1280 x 800 resolution; digital capable projector, document camera, and VCR/DVD; analog control system, digital computer with wired internet connection; telephone. 12 learning spaces currently meet this standard*
 - *2011: displays/screens capable of 16:9 or 16:10 aspect ratio; projectors capable of 1920 x 1080 resolution; digital capable projector, document camera, and VCR/DVD; digital control system capable of sending same content to multiple projectors, digital computer with wired internet connection; telephone. 17 learning spaces currently meet this standard*
 - *2013: displays/screens capable of 16:10 or other widescreen aspect ratios; projectors capable of 1920 x 1080 resolution; digital capable document camera, and VCR/DVD; digital control system capable of sending mixed content to multiple display devices, digital computer with wired internet connection; telephone. 0 learning spaces currently meet this standard*
 - *Other: Many learning spaces [including most specialty learning spaces] do not need and were not designed for all of the above. 42 learning spaces do not fit into any category above.*

Deployment and Maintenance of Specialized Learning Space Technology

- Number of learning spaces that support specialized learning space technology
 - *At the end of 2011, there were 32 learning spaces designed to meet specialized or temporary needs of students and faculty.*
- Percentage of faculty using specialized classroom technology
 - *Data not currently available*

Support of Instructional and Extra-curricular Events

- Number of class-related events supported - 43
- Number of non-class related campus events supported - 45
- Number of student events supported - 19
- Number of off-campus events supported - 4
- Number of non-campus events supported - 4

Administrative Services

Operational Support

- Support for reporting queries from the student information system
- Secure and accurate retrieval and transmission of data files from and to off site servers
- Timely execution of processes requested by administrative staff
 - Reports
 - Data exchanges
 - Test scoring
 - Course evaluations
- Secure and reliable distribution of output

Using ARGOS as an alternative reporting tool and the development of a job self-submit process within INB Banner has provided end-users with the ability to run jobs at their convenience.

Secure network shares are used for distributing output that do not require special forms.

ERP System Development

- Maintaining the currency and reliability of major ERP system Components
 - Oracle Database
 - Test and production databases for Banner, R25 (room scheduling), and Adirondack (Housing/Judicial) were upgraded to Oracle 11g
 - Fusion Middleware was adapted for supporting INB Banner use
 - Ellucian (formerly SGHE) Banner (SIS) system including myOswego
 - Banner General, Student, Accounts Receivable, Finance, Financial Aid, Advancement, and Faculty and Student Self-Service remain current with both Ellucian (formerly Sungard) SICAS releases. Fifty separate releases were applied to each of the two Banner databases since January, 2011
 - CollegeNet R25 Scheduling database
 - Pinnacle Telecommunications database
 - Adirondack Housing Director and Conduct Coordinator database
 - T2 Parking database
- Expansion of the BDMS Extender document management system
 - BDMS documents are now being scanned and indexed by the admissions and records offices. Indexed documents can be securely accessed for viewing by faculty and staff via myOswego and INB Banner. Graduate Studies and Human Resources are currently planning for their BDMS implementations
- Development of ARGOS reporting solutions for end users
 - Forty-five new ARGOS reports were developed as needed for Admissions, Financial Aid, Registrar's, Housing, Institutional Research, Student Accounts, Athletics, and Alumni Relations and Development
- ERP Account Maintenance
 - Google Docs is currently being used to track ERP user account requests for ARGOS, BDMS, and Banner access

System Integration

- Student information system (Banner)
- System Administration Web Services (SIRIS/NY Alert)
- CashNet/Higher One eCommerce system
- Learning management system
- TutorTrac tutoring appointment and timekeeping system
- Mediat electronic medical records system
- TK20 education portfolio and field placement system

- Millennium access control system
- Library systems

Third party software is a popular option to fill reporting needs not provided by Banner. Data extracts and secure transfer protocol are required in order to integrate with these systems as they are implemented by various administrative departments. New implementations include Medicat (Walker Health Center), Visualzen (new student orientation), Maplesoft (new student math placement), TutorTrac (learning services), CashNet (student billing), and Adirondack Conduct Coordinator (judicial records).

Third party software also provides data that needs to be added to Banner. The upload of CommonApp admissions applications is now being done with Banner tools rather than with Axiom. The new Human Resource data exchange from System Administration has also been implemented.