

Operational Plan for Technology 2009 – 2013

Information Services and Systems

Buffalo State
State University of New York

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Change Log:

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Introduction

The mission of the Information Services and Systems (ISAS) organization is to provide service to students, faculty, and staff that supports student success. This Operational Plan for Technology describes specific activities for the period of 2009 – 2013 that are designed to meet the strategies defined in the institution’s 2009 – 2013 Strategic Plan. For reference, the five Strategic Directions from the Strategic Plan are referenced here.

Strategic Direction 1: Engage students in rigorous and transforming learning experiences, both in and out of the classroom, heightening their aspirations and empowering them to succeed as citizens in a challenging world.

Strategic Direction 2: Expand student, faculty and staff engagement in research, scholarship, and creative activities.

Strategic Direction 3: Contribute to the improvement of the vitality of the community, region and state

Strategic Direction 4: Strengthen programs and activities that distinguish the college.

Strategic Direction 5: Promote representative and inclusive governance and superior service to the campus community.

The ISAS organization consists of the Computing and Technology Services (CTS) organization and the Library and Instructional Resources organization. ISAS is headed by the Chief Information Officer who sits on the president’s cabinet and is responsible for oversight of the campus technology governance process. The CIO also oversees the organization’s technology project management office.

Purpose

This document describes activities to be performed by the various ISAS groups. Each item is numbered and references the appropriate Strategic Direction (SD) from the Strategic Plan. These are listed in parentheses at the end of each item.

Appendix A contains a table that maps the Strategic Directions, Strategic Initiatives, and Strategies from the Strategic Plan to the items listed in this Operational Plan for Technology.

The degree to which each item has been completed is documented in the annual reports for each ISAS area.

Goals

The activities intended to support the Strategies from the Strategic Plan are listed in the sections below.

A. Governance and Policy:

1. The Chief Information Officer (CIO) is a member of the President's Cabinet. The CIO solicits broad input for policy recommendations and the prioritization of projects requiring resources through two representative bodies: the ISAS Board and the ISAS Advisory Council. (SD 1, 2, 5)
2. Each of the Schools and administrative areas are encouraged to develop individual Technology Advancement Plans to share with the ISAS Board and Advisory Council in order to set effective priorities. (SD 1, 2, 5)
3. A copyright and digital rights management policy will be developed to allow Buffalo State to take advantage of the TEACH Act and Open Access initiatives. (SD 2)
4. Policies will be reviewed and posted on the CIO Web site. (SD 1, 5)
5. The Information Technology (IT) disaster recovery/business continuity capability will be reviewed in order to develop and implement a plan for business continuity in the current production environment. (SD 5)
6. Implement a comprehensive campus information security program. (SD 1, 2, 5)

B. Physical Infrastructure

7. Complete the necessary electrical and power upgrades in the campus data center ASAP and develop a plan for long-term viability of the existing data center with special attention to space, power, cooling and environmental considerations. (SD 2)
8. Expand StudyQuad to include a Quiet StudyQuad, doubling the seating and computer access. (SD 1, 2)
9. Complete the conversion of all campus spaces to provide a technologically enhanced learning environment. For example, convert centrally scheduled classrooms to smart classrooms, create smart conference rooms, etc. (SD 1)

C. Networking Infrastructure

10. Continue progress on network improvements, including sufficient bandwidth to deliver course materials, library materials, expansion and improvement of ResNet capabilities, and expanded and enhanced wireless capability. (SD 1, 2)

11. Implement the dark fiber project, including redundancy, and complete application for membership in Internet 2. (SD 1, 2)
12. Develop and implement a plan for a move to Voice over IP (VoIP) for campus telephone systems. (SD 1)

D. Software:

13. Commit to the support and maintenance of enterprise systems, such as the student information and learning management systems. (SD 1).
14. Develop and implement a reporting strategy that provides accessible and consistent data for campus-wide use. (SD 1, 5)
15. Develop and carry out a plan to implement a campus portal. (SD 1, 2)
16. Assess viability of Web-based file and software services. (SD 1, 2, 5)
17. Move database and development technologies forward in the Oracle and SQL Server environments, and develop a plan for providing an optimal platform for system support and integration. (SD 1, 2)
18. Enhance the campus communication and collaboration software environment to take advantage of new technologies. (SD 1, 5)
19. Continue to review campus-wide software agreements and integrate into the technology fee funding process. Investigate new agreements that would be of benefit campus-wide. (SD 1)
20. Continue systematic upgrading of software. (SD 2)
21. Collaborate with SUNY colleges and other libraries on post-Aleph library management systems for managing services and collections. (SD 2)

E. Hardware:

22. Work with College Relations to identify and implement a new, more robust hardware environment and updated content management software for the main campus Web pages. (SD 1, 2, 5)
23. Continue systematic replacement of equipment: computer labs, smart classrooms, smart carts, and faculty and staff computers. Investigate and implement appropriate tools to manage this process. (SD 2)

24. Plan for equipping new buildings as they come online (Burchfield-Penney Art Center, Sciences & Mathematics Complex, Technology). (SD 1)
25. Plan and implement digital signage and integrate with campus emergency alert program. (SD 1)

F. Services

26. Redevelop the library as the premiere interactive/collaborative learning space for the campus: rehab Butler 218 and redesign the Information Commons area to include ergonomically correct computer stations. (SD 1)
27. Plan and implement a campus “one-card” system to facilitate functions such as printing/copying, retail sales, program access, and meal plans. (SD 1, 2)
28. Assess and address the demand for card or fob electronic access to rooms, labs and studios. (SD 5)
29. Reorganize and redesign the ISAS Web pages to coordinate and link our respective units, centralizing access to the documentation and training resource materials. (SD 5)
30. Expand campus videoconferencing capability. (SD 1, 2)
31. Explore automated audio/video capture and delivery of video over IP. (SD 1, 2)
32. Investigate and implement new collaboration tools for use by campus constituents. (SD 1, 5)
33. Continue the migration from print to electronic library resources including the licensing of video collections and other audiovisual databases that will take advantage of improved network capacity. (SD 1, 2, 5)
34. Collaborate with SUNY and other consortia to leverage collection dollars and share library resources through coordinated collection development and expedited interlibrary loan services. (SD 2)
35. Establish standards and practices for curating electronic content. (SD 2)
36. Collaborate with museums and other cultural institutions to enhance electronic access to special collections. (SD 1, 3)

G. Support

37. Encourage a healthy and collaborative research and development environment within ISAS to provide the infrastructure and services to promote student retention and success. (SD 2)

38. Continue to develop the Information Commons and integrate components that strengthen the provision of essential services to students and faculty and staff. (SD 1)
39. Increase support for instructional design and the development of online courses. (SD 1, 2, 4, 5)
40. Provide faculty and staff with support and training for the effective use of instructional technology in the classrooms and labs. (SD 1, 2, 4, 5)
41. Continue to collaborate with faculty to identify best practices for the integration of information and digital literacy into the classroom. (SD 1, 2, 4, 5)
42. Provide technical support for and collaborate with the Professional Development Center. (SD 1, 2, 4, 5)

H. Organizational Development

43. Further develop the process and adopt the necessary tools to support ISAS governance, transparency, and portfolio management. (SD 5)
44. Provide training and development and implement effective project management. (SD 5)
45. Implement a process for project definition that includes a project program and that describes its scope, complexity, and resource requirements. (SD 5)
46. Commit to studying and adapting best practices to improve services. (SD 1, 2)
47. Participate in national assessment and benchmarking programs for instructional technology, library and computing. (SD 2)

Appendix A – Mapping of Strategic Plan to Operational Plan for Technology

The following table shows the strategies to which each Operational Plan for Technology item maps.

Notes about the data in this table:

Not all Strategic Plan Strategies are related to technology. These are indicated by N/A in the last column.

Each Strategy may be met by multiple Operational Plan for Technology items.

Each Operational Plan for Technology item may meet multiple Strategies.

Strategic Direction No.	Strategic Initiative No.	Strategy No.	Oper Plan for Technology No.
1	1.1	1.1.1	N/A
1	1.1	1.1.2	01
1	1.1	1.1.2	02
1	1.1	1.1.2	13
1	1.1	1.1.3	09
1	1.1	1.1.3	10
1	1.1	1.1.3	13
1	1.1	1.1.3	18
1	1.1	1.1.3	30
1	1.1	1.1.3	32
1	1.1	1.1.3	33
1	1.1	1.1.3	36
1	1.1	1.1.3	41
1	1.1	1.1.4	N/A
1	1.1	1.1.5	N/A
1	1.2	1.2.1	N/A
1	1.2	1.2.2	39
1	1.2	1.2.2	40
1	1.2	1.2.2	41
1	1.2	1.2.2	42
1	1.2	1.2.3	N/A
1	1.2	1.2.4	N/A
1	1.3	1.3.1	13
1	1.3	1.3.2	13
1	1.4	1.4.1	N/A
1	1.4	1.4.2	N/A
1	1.4	1.4.3	N/A
1	1.4	1.4.4	N/A

Strategic Direction No.	Strategic Initiative No.	Strategy No.	Oper Plan for Technology No.
1	1.4	1.4.5	N/A
1	1.4	1.4.6	N/A
1	1.5	1.5.1	N/A
1	1.5	1.5.2	26
1	1.5	1.5.2	38
1	1.5	1.5.3	06
1	1.5	1.5.3	09
1	1.5	1.5.3	10
1	1.5	1.5.3	11
1	1.5	1.5.3	12
1	1.5	1.5.3	13
1	1.5	1.5.3	14
1	1.5	1.5.3	15
1	1.5	1.5.3	16
1	1.5	1.5.3	17
1	1.5	1.5.3	18
1	1.5	1.5.3	19
1	1.5	1.5.3	22
1	1.5	1.5.3	24
1	1.5	1.5.3	27
1	1.5	1.5.3	30
1	1.5	1.5.3	31
1	1.5	1.5.4	08
1	1.5	1.5.4	46
1	1.5	1.5.5	04
1	1.5	1.5.5	18
1	1.5	1.5.5	25
1	1.5	1.5.6	N/A
1	1.5	1.5.7	N/A
1	1.6	1.6.1	N/A
1	1.6	1.6.2	N/A
1	1.6	1.6.3	N/A
1	1.6	1.6.4	39
1	1.6	1.6.5	39
1	1.6	1.6.6	N/A
1	1.6	1.6.7	N/A
1	1.6	1.6.8	N/A
1	1.6	1.6.9	N/A
1	1.7	1.7.1	N/A
1	1.7	1.7.2	16
1	1.7	1.7.2	N/A
1	1.7	1.7.3	N/A
1	1.7	1.7.4	N/A

Strategic Direction No.	Strategic Initiative No.	Strategy No.	Oper Plan for Technology No.
1	1.7	1.7.5	N/A
1	1.7	1.7.6	N/A
1	1.7	1.7.7	N/A
1	1.8	1.8.1	N/A
1	1.8	1.8.2	39
1	1.8	1.8.2	40
1	1.8	1.8.2	41
1	1.8	1.8.2	42
2	2.1	2.1.1	N/A
2	2.1	2.1.2	N/A
2	2.1	2.1.3	01
2	2.1	2.1.3	02
2	2.1	2.1.4	N/A
2	2.1	2.1.5	N/A
2	2.1	2.1.6	N/A
2	2.1	2.1.7	N/A
2	2.2	2.2.1	01
2	2.2	2.2.1	02
2	2.2	2.2.2	N/A
2	2.2	2.2.3	11
2	2.2	2.2.3	16
2	2.2	2.2.3	33
2	2.2	2.2.4	06
2	2.2	2.2.4	07
2	2.2	2.2.4	08
2	2.2	2.2.4	10
2	2.2	2.2.4	11
2	2.2	2.2.4	15
2	2.2	2.2.4	16
2	2.2	2.2.4	17
2	2.2	2.2.4	20
2	2.2	2.2.4	21
2	2.2	2.2.4	22
2	2.2	2.2.4	23
2	2.2	2.2.4	27
2	2.2	2.2.4	30
2	2.2	2.2.4	31
2	2.2	2.2.4	33
2	2.2	2.2.4	34
2	2.2	2.2.4	35
2	2.2	2.2.4	37
2	2.2	2.2.4	46
2	2.2	2.2.4	47

Strategic Direction No.	Strategic Initiative No.	Strategy No.	Oper Plan for Technology No.
2	2.2	2.2.5	N/A
2	2.2	2.2.6	03
2	2.3	2.3.1	N/A
2	2.3	2.3.2	N/A
2	2.3	2.3.3	N/A
2	2.3	2.3.4	39
2	2.3	2.3.4	40
2	2.3	2.3.4	41
2	2.3	2.3.4	42
2	2.3	2.3.5	N/A
2	2.4	2.4.1	N/A
2	2.4	2.4.2	08
3	3.1	3.1.1	N/A
3	3.1	3.1.2	N/A
3	3.1	3.1.3	N/A
3	3.2	3.2.1	N/A
3	3.2	3.2.2	N/A
3	3.2	3.2.3	N/A
3	3.3	3.3.1	N/A
3	3.3	3.3.2	36
3	3.3	3.3.3	36
3	3.3	3.3.4	N/A
3	3.3	3.3.5	N/A
3	3.3	3.3.6	N/A
4	4.1	4.1.1	39
4	4.1	4.1.1	40
4	4.1	4.1.1	41
4	4.1	4.1.1	42
4	4.1	4.1.2	N/A
4	4.1	4.1.3	N/A
4	4.1	4.1.4	N/A
4	4.1	4.1.5	N/A
4	4.1	4.1.6	N/A
4	4.2	4.2.1	N/A
4	4.2	4.2.2	N/A
4	4.2	4.2.3	N/A
4	4.2	4.2.4	N/A
4	4.3	4.3.1	N/A
4	4.3	4.3.2	N/A
4	4.3	4.3.3	N/A
4	4.3	4.3.4	N/A
5	5.1	5.1.1	N/A
5	5.1	5.1.2	N/A

Strategic Direction No.	Strategic Initiative No.	Strategy No.	Oper Plan for Technology No.
5	5.1	5.1.3	01
5	5.1	5.1.3	02
5	5.1	5.1.3	43
5	5.1	5.1.3	44
5	5.1	5.1.3	45
5	5.1	5.1.4	39
5	5.1	5.1.4	40
5	5.1	5.1.4	41
5	5.1	5.1.4	42
5	5.2	5.2.1	N/A
5	5.2	5.2.2	14
5	5.2	5.2.3	04
5	5.2	5.2.3	06
5	5.2	5.2.3	16
5	5.2	5.2.3	18
5	5.2	5.2.3	22
5	5.2	5.2.3	29
5	5.2	5.2.3	32
5	5.2	5.2.3	33
5	5.2	5.2.4	N/A
5	5.2	5.2.5	N/A
5	5.2	5.2.6	05
5	5.2	5.2.7	N/A
5	5.2	5.2.8	28
5	5.2	5.2.9	04
5	5.2	5.2.9	18