

Alfred University
UNIT
Strategic Plan 2017-2022

Theme 1: Transform Student Lives and Better our World

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment
1.A. Define, deliver and promote the Alfred University Brand	Actively work with our marketing units to ensure that we have a vibrant Web presence.	Assist in further development and integration OHO templates with Cascade Server. Assist in training of marketing staff on Cascade Server.	Judy Linza and the Web Team; All templates are delivered no later than February 15th.	OHO Templates integrated with Cascade Server...Marketing Team trained in content creation.
	Implement systems and communication technologies that both directly and indirectly foster communication with our alumni, parents, and external constituencies.	Contract with a streaming service to meet the needs of Commencement.	Gary Roberts, Tom George, Tyler Brant, Dan Hausman; May 2018	Contract with a streaming provider to deliver a live stream of commencement so our staff can focus on the Commencement AV needs.
	Implement current and emerging technologies that engage students in creative, exploratory, curricular and co-curricular activities that reinforce retention.	Collaboratively work with students to do a needs assessment and search for a cost-effective IP-based streaming service to replace our Cable TV infrastructure.	Gary Roberts, Tom George and Network Services; Summer 2019	Focus group and exploration finished by May 2018. Infrastructure and service in-place by Summer 2019.

Theme 1: Transform Student Lives and Better our World (continued)

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment
1.C. Prepare our graduates for professional success and societal impact	Provide communication tools and infrastructure that facilitates learning opportunities, and fuels academic discourse.	Phase-out all classroom “media carts” in favor of mounted projectors and control systems.	Tyler Brant and Dan Hausman	All “media carts” phased-out by Summer 2018. All projection systems integrated with a control system by 2020.
	Implement technologies and support systems that assist our students to transition to careers or advanced degree programs.	Restructure and configure Administrative systems and Website to facilitate and support new academic structure.	Fall 2019 Semester; Administrative Support Staff and Web Team	Dissolution of the College of Professional Studies and reestablishment of the School of Business and AUNY/School of Graduate and Continuing Studies.

Theme 2: Forge Strength through Inclusivity

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment
2.A. Build on our 180-plus year history of	Implement technologies in a creative and sensitive manner so that we respecting the differences	Explore the implementation of a more personalized and uniform naming convention for email addresses.	Administrative System and Network Services; If approved, fully implemented summer 2020	If Approved, all campus constituencies will be utilizing a first name-last name username convention by Summer 2020.
		Ensure that ALL University Websites are Web Content Accessibility Guidelines (WCAG) 2.0 Level AA and the Web Accessibility Initiative Accessible Rich Internet Applications Suite	Web Team and Instructional Technology Services; Late Summer 2019	All University Websites will pass the compliance audit scans by Fall Semester 2019

History of inclusivity	respecting the differences and diversity of our community members.	Begin conducting accessibility reviews of Online Courses using the SUNY OSCQR Rubric	Meghanne Freivald in partnership with CAS and faculty; pilot spring/ summer 2018, implementation on voluntary basis winter 2018-2019	Online courses will be reviewed for web accessibility to ensure participation by all students regardless of disability status
		Implement a preferred name in Banner to better meet the needs of transgendered individuals.	Administrative Systems; Implemented in Banner 9, January 2019	All students and employees can utilize a preferred name in an official manner, class rosters, email usernames.

Theme 3: Amplify our Impact

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment
<p>3.A. Foster an engaged, innovative, and collaborative culture</p>	<p>Provide communication tools and infrastructure that facilitates learning opportunities, and fuels academic discourse.</p>	<p>Explore the use of emerging "intelligent agents" to provide faster, more-responsive service</p>	<p>Liz Moore and Rich Booth Summer 2018</p>	<p>Demo two products by August 2018...with a short report to Gary</p>
		<p>Work with libraries to support and grow AU's Open Educational Resources (OER) Initiative.</p>	<p>Meghanne Freivald; ongoing</p>	<p>ITS will support faculty as they move toward implementing OER in their courses</p>
		<p>Upgrade our external Internet Connection to Two Gigs.</p>	<p>Tom George March 2018</p>	<p>BGP Internet Connection operating by March 2018.</p>
	<p>Find ways to recruit, develop, educate and retain highly sought-after technologists.</p>	<p>Continue to explore internships, academic programs and alternative (remote) work relationships that allow us to flexibly recruit and retain knowledge and technology-based workers.</p>	<p>Ongoing; Julie Slack, Tom George and Team Leaders</p>	<p>Establish An ongoing process that develops and seamlessly feeds the need for incoming IT talent.</p>

3.B. Take better care of our people and facilities	Provide communication tools and infrastructure that facilitates learning opportunities, and fuels academic discourse.	Improve safety and function of the rigging system in Holmes Auditorium.	Summer 2018 with regular maintenance moving forward; Dan Hausman	Fire curtain removal by summer 2018; JR Clancy, Inc. will replace outdated items.
		Begin planning process to replace aging campus fiber and replace multi-mode fiber.	Tom George and Network Services	Develop a comprehensive phased plan by December 2019.
3.C. Enhance the robustness of our business model	Assess current and emerging operations, implementing systems to improve campus-wide productivity and cost-effectiveness.	Upgrade our aging Nortel PBX System to a modern soft switch such as Skype for Business with disaster-persistence.	Summer 2018; Tom George—Network Services and Telecommunications	Switch in-place and key offices operating on system by Summer 2018; All users by late Summer 2020.
		Upgrade and migrate off of our existing storage array to a fully supported SAN.	Summer 2018; Network Services—Tom George	Procure the SAN by early Summer 2018, migrate data over fall semester 2018.

Theme 3: Amplify our Impact (continued)

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment
3.C. Enhance the robustness of our business model (continued)	Further refine Disaster Recovery and Business Continuity Capabilities	Ensure timely communication with campus during IT specific outages by creating a status page that reflects service availability and interruptions.	Tom George—Network Service and Judy Linza—Web Team; Summer 2019	Service availability page Online and operating by Winter 2018
		Establish a twice semesterly faux-Phishing campaign to students, faculty and staff	Tom George—Network Services; Spring Semester 2018 and ongoing	ITS sends out a Phishing campaign twice a semester
		Identify and explore potential vendors and implementation strategies for online course evaluations.	Meghanne Freivald, Karen Grice, Tom George	Identify a product that will allow AU to move course evaluations online by 2020

<p>Establish security procedures and systems that protect critical PII and institutional information.</p>	<p>Work with NYSERNet to implement internal/external vulnerability scanning in a pilot project</p>	<p>Adrian Morling and Network Services; Spring 2018</p>	<p>NYSERNet actively scanning ITS-Alfred University Networks by June 2018</p>
	<p>Implement a Radius Server as a first step toward wireless authentication.</p>	<p>Tom George and Adrian Morling; December 2018</p>	<p>Radius server is available in Data Center by March 2019</p>
	<p>Establish an overarching Information Security Policy that further unifies all our Information Security policies and procedures.</p>	<p>Gary Roberts with Adrian Morling; June 2018</p>	<p>Final draft of overarching security policy on Web site by July 1st 2018.</p>

Theme 3: Amplify our Impact (continued)

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment
3.C. Enhance the robustness of our business model (continued)	Establish security procedures and systems that protect critical PII and institutional information. (continued)	Fully implement the log-server that consolidates a wide array of server logs across campus.	Adrian Morling and Network Services; Summer 2019	Log server alerting to unusual activity on a real-time basis.
		Implement Two-Factor Authentication for students as pilot for faculty and staff.	Tom George and the Network Services Team	Two-Factor Authentication implemented by Fall 2019.
	Continue to implement Administrative systems that automate labor and resource intensive processes and procedures.	Fully implement Banner 9 upgrade.	Julie Slack, Administrative Programming Team , Tom George, Meghanne Freivald	Banner 9 in production by December 2018.
		SigCorp HR/Payroll engagement.	Julie Slack and Administrative Programing Team	Engage SigCorp in planning meeting January 2018.
		Implement and Integrate Slate with Banner.	Julie Slack and Administrative Programming Team	Initial Phase of Slate implemented by Fall 2019 Semester.
		StarRez implementation and integration with Banner.	Julie Slack and Administrative Programming Team	Integration by Fall 2019
		Banner Room Scheduling Interface implementation.	Julie Slack and Administrative Programming Team	Baner Room Scheduling implemented as a standalone module without events integration.
		Explore and Potentially implement Banner Degree Works.	Julie Slack and Administrative Programming Team	Degree Works implemented before the retirement of Larry Casey to ensure that we are capturing his institutional knowledge.

Theme 3: Amplify our Impact (continued)

University Goal	Unit Objective	Unit Tactics	Timeline & Responsibility	Assessment
3.C. Enhance the robustness of our business model (continued)	Implement technologies that directly and indirectly allow us to reach and educate remote learners worldwide.	Explore high-end videoconferencing and telepresence solutions; Create a proposal and recommendations for multi-location centers on-campus	Tyler Brant, Gary Roberts, Tom George; May 2018	Proposal to Provost by June 1 st , 2018
		Begin a relationship with Learning House in order to create and administer fully online programs	Gary Roberts, Meghanne Freivald	Learning House agrees to partner with AU; online programs begin
3.E. Promote ownership of plan and develop mechanisms to assess progress against plan and foster accountability (FY18)	Provide communication tools and infrastructure that facilitates learning opportunities, and fuels academic discourse.	Benchmark against the EDUCAUSE Core Data Survey.	Gary Roberts	Survey completed by late Summer 2018
	Continue to implement Administrative systems that automate labor and resource intensive processes and procedures.	Fully Implement and continue to develop Retention Modeling.	Julie Slack and Administrative Programming Team	Retention Model in production and being used by retention group Spring 2018.
		Fully Implement and continue to develop (5 Year) Enrollment Data Interface.	Julie Slack and Administrative Programming Team	Enrollment Data Interface in production and being used by Enrollment early Fall 2018.



Action/Next Steps

Completed...Consider how we can further optimize templates as we move forward.

Check with Giovina about the progress of the streaming contract.

Get a focus-group of students together to analyze campus survey of cable TV/Internet entertainment habits.

Action/Next Steps

Look at summer budgets and ascertain how we can move forward with eliminating media carts and further deploying control systems.

Get a better timeline on dissolution of College of Professional studies.

Action/Next Steps

Get the next meeting scheduled to ascertain what third party systems are interoperating with Banner

Explore with Giovina the possibility that this accessibility compliant can be dismissed with OCR.

Finish pilot of 2 courses;
recruit additional faculty
to volunteer to participate
on a review team

Move forward with
Banner 9.

Action/Next Steps

Rich Booth and Liz Moore explore products with colleagues

The OER workgroup will develop strategies for communicating with faculty and encourage OER adoption

Continue to monitor external connection for outages. Prepare for NYSERNet, southern tier network

Attend next ASC career fair. Attend RIT Career fair.

Receive report from inspection on 3/28 with quotes for needed work.

Tom George works with fiber contractor to begin initial planning and mapping

Network Service Team to deploy and test new phones in ITS in mid-April 2018

Get quotes from three vendors no later than April 13th.

Action/Next Steps

Tom works with Judy to establish connections to core services for display on portals

Send the initial faux-Phish out in February 2018

Work with colleagues at other schools to identify vendors and strategies.

Initial conversation with Steve Kankus

Initial server built with connections to Active Directory, Summer 2018

First Draft due by March 15th, 2018

Action/Next Steps

Initial Server build and setup with baseline analytics by December 2018

Pilot Two-factor authentication with select ITS employees, Academic year 2018

Julie and Tom continue on weekly phones with SICAS; Meghanne will train faculty & staff

Initial SigCorp BPA created...moving on to implementing

~~streamlined processes in~~
Initial data mapping meeting with Enrollment Management late March 2018

Get confirmation (or otherwise) that the StarRez contract has been signed

Banner Room Scheduling (without events integration) in testing by Fall 2018

Provide additional information about DegreeWorks in order to secure funding.

Action/Next Steps

Arrange conversation with Tyler, Tom and potential videoconference users to identify locations and multiple videoconferencing rooms

Send requested data to Learning House

Begin working on core data survey no later than May 1st 2018. Start distributing questions.

As time permits on other projects, refine current model and develop additional (post-deposit) models

ascertain the next step in the process to move this forward.