JOHN JAY COLLEGE
THE CITY UNIVERSITY OF NEW YORK
OF CRIMINAL JUSTICE

STRATEGIC PLAN
FOR
INFORMATION TECHNOLOGY

FINAL DRAFT
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JOHN JAY COLLEGE OF CRIMINAL JUSTICE
STRATEGIC PLAN FOR INFORMATION TECHNOLOGY

I.   Introduction

To assist in furthering its mission, John Jay College engaged in the development of the following three year Strategic Plan for Information Technology during the spring semester of 2007. The planning effort was headed by the Planning Subcommittee (see Appendix-1) of the Technology Advisory Committee (TAC) and was designed to identify areas of need and opportunities for improvement within the existing College technology environment that would support the College's achievement of the goals, objectives, and outcomes specified within the Comprehensive Action Plan 2005-2010.

As with any plan to improve and enhance specific areas of the academic enterprise it is understood that such efforts will be a continual work in progress. The Planning Subcommittee acknowledges that, over the course of the technology plan's life cycle (2007-2010), it is anticipated that both the pace of technological evolution and the activities of the institution may warrant modifications to recommendations contained within this document.

Finally, the Planning Subcommittee feels it is extremely important to emphasize that each of the goals within this document is of equal value in achieving the desired outcome of a robust, quality technology environment for the College. Focus upon some of the goals to the exclusion of others will not accomplish the strategic agenda anticipated of the technology planning effort, or, more importantly, provide adequate technology support for the goals of the institution as articulated in the current Comprehensive Action Plan.

II.   The College's Mission

John Jay College of Criminal Justice of The City University of New York is a liberal arts college dedicated to education, research, and service in the fields of criminal justice, fire science, and related areas of public safety and public service. It strives to endow students with the skills of critical thinking and effective communication; the perspective and moral judgment that develops from liberal studies; the capacity for personal growth and creative problem solving that results from the ability to acquire and evaluate information; the ability to navigate advanced technological systems; and the awareness and appreciation for the diverse cultural, historical, and political forces that shape our society. The College is dedicated to fostering an academic environment, to promoting scholarship and encouraging research, especially in areas relating to criminal justice. The breadth and diversity of scholarship at the College reflects our continuing commitment to innovative analysis, interdisciplinary approaches and global perspectives. The College offers its students a curriculum that balances the arts, sciences, and humanities with professional studies. It serves the community by

developing graduates who have the intellectual acuity, moral commitment and professional competence to confront challenges of crime, justice, and public safety in a free society. It seeks to inspire students to the highest ideals of citizenship and public service.

III. Strategic Information Technology Vision

Technology must contribute, wherever and whenever possible, to facilitating the College's commitment to achieving excellence in education, becoming preeminent in research and service in criminal justice and related areas, and maximizing institutional effectiveness.

IV. Our Vision in Action

We will employ technology improvements and innovations to assist the College in achieving its strategic agenda by:

- Fostering Excellence in Teaching, Learning and Research - Faculty, students and academic support personnel must be provided consistent, reliable access to technology. By continued adoption of appropriate technologies into the teaching, learning and research processes we will empower faculty and students to participate fully in the academic environment: teaching, learning, collaborating, thriving and achieving their potential in an ever-increasing information and technology intensive society.

- Increasing College Visibility and Competitiveness – We must use technology to extend the reach of John Jay and to promote its image and programs nationally and internationally. We must use modern communications technologies whenever and wherever possible to reach prospective students and alumni, academic, business, and government partners, and friends of the College, as well as to assist in developing cooperative relationships that will enhance the institution's ability to attract the resources necessary to accomplish its mission.

- Promoting Effective Information Management and Student Service – We must ensure that all faculty, administrators, students, and employees possess the necessary technologies and training that will enable them to pursue educational innovation, manage institutional resources effectively, achieve their learning objectives, and provide quality service. Administrative and management staff must have access to modern management information systems that facilitate efficient and effective access to the data and information necessary to support sound institutional decision-making.

- Strengthening our Community – We view technology as a valuable tool for strengthening our ability to enhance and maintain a sense of community, to support students in their studies and in their relationships with the institution and with one another, to

support a working environment that provides all employees the ability to achieve their potential, as well as to provide practical support for bringing the community together to enhance relationships between and among students, faculty and staff.

Our Expected Outcomes:

We will realize our vision if the following outcomes are achieved through the judicious use of technology investments;

- Upon graduation, John Jay students will be able to function successfully in an information and technology rich society
- Upon graduation, John Jay students will have acquired the technological skills appropriate to their academic discipline and career preparations
- We will have enhanced student engagement with our faculty, with our institution, and with other students
- We will have extended our reach and enhanced relationships with the community, other educational institutions, government, business and industry, our alumni and friends, and professional organizations
- We will support sound decision-making with regard to student learning
- We will provide effective, efficient, quality delivery of student services
- Use of technology will streamline and simplify academic and administrative processes
- Communication among John Jay students, faculty, administration, and staff is effective
- We will have provided adequate support and training for faculty, administrators and staff to enable the success of our vision
- We will have enhanced institutional decision making

V. Technology Goals & Objectives

A. GOAL: Foster Excellence in Teaching, Learning and Research

Objectives

1. Support the integration of technology throughout the curriculum so as to enable students to achieve high levels of literacy, critical thinking, effective communication, creativity, quantitative skills and technological skill throughout the range of disciplines represented in the college.
   a. Develop an action plan for the integration of information technology literacy within the John Jay curriculum
   b. Ensure that plans for the expenditure of Student Technology Fee income are consistent with the objectives of strengthening the curriculum and enhancing learning outcomes for all John Jay students.
   c. Implement faculty professional development & support
      - Expand faculty information literacy competence to enable faculty to develop information literate students.
      - Develop and expand faculty competence with the prevailing technological tools (e.g., spreadsheets, databases, GIS systems, web page development, podcasting, etc.) to enable faculty to integrate these tools into their course requirements and develop technologically competent students.

2. Encourage and support the use of best practices teaching technologies to enhance and strengthen the curricula.
   a. Charge the Center for Teaching and Learning with the responsibility to foster the introduction of technology-based pedagogical best practices within the John Jay curriculum and with fostering interest in technology-aided teaching among the faculty by:
      - Sponsoring a faculty technology interest group such as a Teaching & Learning Technology Roundtable (TLTR) to aid in fostering collaborative interest in instructional technology among the faculty.
      - Nurturing a process of innovation within the pedagogy and the curriculum to aid in developing a significant number of technology savvy faculty members.
      - Encouraging, and providing opportunities for, faculty collaboration between and among departments, disciplines, and other institutions to accelerate the pace at which faculty adopt new teaching technologies.
      - Recommend a learning management system that all faculty members can use as a minimum standard for course administration, communication, posting of syllabi, course notes, assignments, and grades, etc.

3. Provide the technology and technology support needed to enhance faculty research and scholarship across all disciplines.
   a. Identify faculty research needs as they relate to technology and technology support and analyze areas where resources may be allocated to provide maximum benefit.
   b. Research and disseminate information regarding technology innovations and best practices in support of faculty research and scholarly pursuits.
   c. Expand the academic technology services infrastructure to support the research and scholarship needs of the faculty.

4. In order to achieve the College's objectives with respect to enhanced and expanded use of academic technologies to strengthen instruction and research it is strongly recommended that the Office of Academic Affairs be charged with accomplishing the following:
   a. Create a leadership position, reporting to the Provost, to address the following critical needs in educational technology:
      - Provide an overarching vision for all institutional instructional and research computing activities and initiatives.
      - Effectively coordinate the activities, funding, and roles of the Center for Teaching and Learning, ITSS, Director of Educational Technology, Distance Learning initiatives, and the needs of Professional and Continuing Education.
      - Develop a strategy for effective coordination and leadership for instructional and research computing.
   b. Provide for the needs of faculty for on-demand assistance when using technology in their teaching and research.
   c. Develop the resources and encouragement necessary to move the College to the forefront of developing and teaching state-of-the-art technology consistent with the College's mission.
   d. Encourage Academic Departments to consider interest and experience with technology in teaching and research during the recruitment and hiring process for prospective new John Jay faculty. Also, encourage newly hired faculty to incorporate relevant technologies in the pedagogy.
   e. Develop a comprehensive strategy for increasing access to John Jay educational programs through the use of distance learning.

B. GOAL: Enhance the Student Experience

Objectives

1. Create an electronic communications and information environment with the expressed goal of facilitating and enhancing our students' lifelong connection with the institution, their faculty, their peers, and our alumni (e.g., lifelong email forwarding, alumni access to library-licensed electronic resources, etc.).
   a. Charge Student Development with establishing a steering committee comprising representatives from each responsible area to design an effective communications and information dissemination environment for students.
   b. Investigate available technologies and recommend an appropriate technology aided approach.

2. Advance generation-specific communication strategies for students.
   a. Employ generation-specific methods such as social networking, using technologies such as MySpace, and FaceBook, RateMyProfessors, etc., to offer new vehicles for reaching students in their "comfort zones."
   b. Utilize mobile and hand-held technologies to promote and deliver our message and content to current and prospective students, as well as contribute to a more secure campus environment.
   c. Provide prospective students and new admits with personalized web space (personal profiles) to enhance their matriculation and attendance at the College.
   d. Explore the use of podcasting, video streaming, text messaging, digitized media, blogging and other evolving technologies to support the admissions process.

3. Identify alternatives for providing access to computers for all John Jay students.
   a. Evaluate options for increasing the number of computers available in classrooms as well as the expansion of teaching classrooms.
   b. Evaluate low cost alternatives for providing access to personal computer technology for all John Jay students.

4. Provide current and prospective students with improved web-enabled access to general information about the College, academic and department information, student activities and clubs, admissions, enrollment, financial aid, bookstore, schedules, billing information, and other services.
   a. TAC will initiate a process to coordinate the participation of all relevant responsibility areas to assist in designing a comprehensive web-enabled student information environment.

5. Assess and implement the steps needed to ensure all students have ready   access to their own electronic records and have the ability to transact College business on line.
   a. Expand the ability for students to complete forms and process routine changes to their personal information online.

6. Provide ongoing professional development for faculty and staff on electronic access to student records and other information that support student academic functions.
   a. Offer ongoing training to faculty and staff on accessing and updating student information online, e.g., DegreeWorks.
   b. Develop a new faculty and staff technology orientation program with associated supporting "how to guides" for all appropriate John Jay and CUNY provided administrative software products and services.

7. Provide John Jay faculty and staff with the technological tools necessary to promote effective and timely intervention with students.
   a. Implement early warning systems that will aid in identifying students at risk.
   b. Research available software products to support College intervention strategies.
   c. Investigate software alternatives potentially available from other CUNY institutions.

C. GOAL: Expand Access to Information, Resources, and Scholarship

Objectives

1. Improve service and information access and flow by restructuring the College website; clarify its role as a medium for information access, service delivery, and business process.
   a. Create a new College website that is easily navigated and updateable via a CMS package by the responsible entities.
   b. Develop a digital image library for website development.
   c. Implement a College events calendar.
   d. Identify an online events/conference registration web host.
   e. Implement a research and expertise database.
   f. Maximize the function of the College's Google appliance to improve the search for information.
   g. Revise the College's web pages policy to clarify responsibility for all College websites.

2. Explore the use of podcasting, video streaming, digitized media, and other evolving technologies to deliver a broad variety of education, information, programming, and marketing in ways that can aid in expanding the boundaries of the institution, creating a College-on-demand.
   a. Provide virtual tours of the College.
   b. Explore the use of texting software/services (e.g. TextMe, etc.) to deliver marketing, emergency information, etc.
   c. Enhance digital media technologies through appropriate infrastructure investments.

3. Provide easy access to all College and CUNY supported systems, applications, and services.
   a. Implement a secure, single user authenticated sign on.

4. Support the expansion of interactive College services and academic programs by evaluating the viability of Internet II as a delivery option.
   a. Charge Academic Affairs and Institutional Advancement in coordinating with DoIT and investigating the feasibility of using Internet II as an option for the delivery of interactive College services such as educational programming, cultural events, and public service presentations, etc.

5.   Make sure that faculty, staff and students have optimal access to the resources and information they need:
       a. Implement a robust infrastructure and sufficient bandwidth for access to all forms of internal and external electronic information (See Appendix 2 for details).
       b. Provide the Library with the resources necessary to develop its website and other online applications to meet the information needs of the John Jay community.
       c. Focus the efforts of the College's Site License Coordinator on identifying all available CUNY and College site licenses, as well as supporting the site license acquisition process on behalf of College end users.

6.   Provide access to the digital intellectual output of the John Jay community to those who need it.
       a. Develop a comprehensive strategy to collect, archive, and provide ready access to all information generated or stored at the College, both scholarly research produced by faculty and students, and administrative material produced by the President's office, Registrar's office, Institutional Research, etc., in all forms and media.

D. GOAL: Promote Institutional Productivity and Operational Efficiency and Effectiveness

Objectives

1. Maintain a reliable, fast, and robust network infrastructure as the foundation for IT at the College.
    a. Give priority to network infrastructure at least until the current upgrade is completed (see Appendix 2 for details).

2. Ensure that staff and administrators take advantage of existing professional development opportunities to improve their use and understanding of available technologies and prepare departments to implement process improvements and see opportunities for innovation.
    a. Charge the Human Resources Department with compiling and maintaining an updated listing of available technology training and professional development opportunities by College position and disseminating to all College personnel.
    b. DoIT will assist the Human Resources Department by assisting in identifying relevant technical training opportunities consistent with installed College hardware and software systems.
    c. Develop, implement, and support a program to empower administrative users to achieve an appropriate level of self-sufficiency with respect to the requirements of locally installed, as well as CUNY maintained, software systems.

3. Maintain reliable, secure information systems.
    a. Review available security technologies and recommend a program of technology-aided security improvement for the entire John Jay campus community.
    b. Develop a strategy for ensuring that all important academic and administrative information is reliably backed up.
    c. The Technology Advisory Committee will develop a strategy to ensure a comprehensive review of all end point security measures for College data and systems; as well as overseeing an annual audit of the College's security infrastructure.
    d. Institute an annual infrastructure review to ensure currency and ongoing interoperability of the College installed hardware, software, and network

4. Ensure that end users get knowledgeable, appropriate and effective technology support.
    a. Clarify responsibility for providing support for different systems (e.g., computer desktops and laptops, Blackboard, library databases, email, etc.).
    b. Make sure that help desk staff are adequately trained and provided with the tools they need to solve problems effectively.

c. Provide web-based tools, remote diagnostics, and/or information such as help pages (e.g., RightAnswers, etc.) whenever possible to provide end-user support.

d. Implement a customer service satisfaction program that involves helpdesk operational enhancements, technical support improvements, follow-up calls to users, feedback surveys, and classroom technology service enhancements, etc.

5. Develop and implement a comprehensive, College-wide disaster recovery and business continuity plan.

a. The College's Chief Information Officer will perform risk assessment, develop a comprehensive disaster recovery and business continuity plan, conduct periodic systems auditing, test the viability of the plan, implement the plan, and maintain the plan on a scheduled basis

b. Arrange training for successful implementation of the disaster recovery and business continuity plan for involved individuals and Departments.

E. GOAL: Facilitate Communication and Collaboration

Objectives

1. Provide relevant technology aided communication tools that can enhance the engagement and productivity of all members of the John Jay community.
   a. Implement an improved College-wide email, scheduling, and calendar platform to facilitate communication and information between and among the entire College community (See Appendix 2 for details).
   b. Develop expanded communication capabilities for all campus constituencies using such tools as blogs, instant messaging, broadcast text messaging, web links, and the campus TV infrastructure, etc., to facilitate improved information flow between and among all College groups.
   c. Develop an effective electronic replacement for "The Week Of".
   d. Review and procure a product such as MS SharePoint Server to improve collaboration through a platform which supports sharing information and working together in teams, communities, and people-driven processes (See Appendix 2 for details).

2. Promote communication to, and from, friends of John Jay, alumni and prospective donors.
   a. Implement technological advances in marketing communications programs for brand identity, student and faculty recruitment, and student services to ensure John Jay's competitiveness in the marketplace.
   b. Develop expanded communication capabilities using such tools as blogs, instant messaging, broadcast text messaging, web links, and the campus TV infrastructure, etc.

F. GOAL: **Validate the Mission and Clarify the Role and Focus of the Technology Advisory Committee (TAC)**

Objectives

1. The primary functions of the TAC will be to evaluate, analyze and make recommendations to the President on technology matters affecting the College community. The TAC will:
   - Oversee the progress toward achievement of the Strategic Plan for Information Technology goals and objectives.
   - Function as the IT planning group for the College including ongoing assessment, prioritizing and planning functions.
   - Educate the College community regarding all aspects of the College's technology plans, policies, and objectives.
   - Review, recommend, and mediate College technology operational policy and procedures.
   - Review and advice on policies, plans and procedures for such critical functions as physical facilities, data integrity and security, disaster recovery planning and copyright and intellectual property right issues, etc.
   - To facilitate the work of TAC, create subcommittees as required and appropriate (e.g. subcommittee for exploring administrative software and services, subcommittee for security and planning, etc.
   - Act as a sounding board for user based technology issues and needs.
   a. The TAC will review the recommended functions and adopt and modify, as it deems appropriate.

VI.   Action Plan

A. GOAL: Foster Excellence in Teaching, Learning and Research

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
1. Support the integration of technology throughout the curriculum so as to enable students to achieve high levels of literacy, critical thinking, effective communication, creativity, quantitative skills and technological skill throughout the range of disciplines represented in the College.	Academic Affairs	a. Develop an action plan for the integration of information technology literacy within the John Jay curriculum. b. Implement faculty professional development & support • Expand faculty information literacy competence to enable faculty to develop information literate students. • Develop and expand facultycompetence with the prevailing technological tools (e.g., spreadsheets, databases, GIS systems, web page development, pod casting) to enable faculty to integrate these tools into their course requirements and develop technologically competent students.	Fall 2007 Fall 2008	TBD
2. Encourage and support the use of best practices teaching technologies to enhance and strengthen the curricula.	Academic Affairs	a. Charge the Center for Teaching and Learning with the responsibility to foster the introduction of technology based pedagogical best practices within the John Jay curriculum and with fostering interest in technology aided teaching among the faculty by:	Fall 2008	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
		• Sponsoring a faculty technology interest group such as a Teaching & Learning Technology Roundtable (TLTR) to aid in fostering collaborative interest in instructional technology among the faculty. • Nurturing a process of innovation within the pedagogy and the curriculum to aid in developing a significant number of technology savvy faculties. • Encouraging, and providing opportunities for, faculty collaboration between and among Departments, Disciplines, and other institutions to accelerate the pace at which faculty adopt new teaching technologies. • Recommend a learning management system that all faculty can use as a minimum standard for course administration, communication, posting of syllabi, course notes, assignments, and grades, etc.		
3. Provide the technology and technology support needed to enhance faculty research and scholarship across all	Academic Affairs Finance and Administration	a. Identify faculty research needs as they relate to technology and technology support and analyze areas where resources may be	Fall 2007	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
disciplines		allocated to provide maximum benefit. b. Research and disseminate information regarding technology innovations and best practices in support of faculty research and scholarly pursuits. c. Expand the academic technology services infrastructure to support the research and scholarship needs of the faculty.		
4. In order to achieve the College's objectives with respect to enhanced and expanded use of academic technologies to strengthen instruction and research it is strongly recommended that the Office of Academic Affairs be charged with accomplishing the following:	Provost	a. Create a leadership position, reporting to the Provost, to address the following critical needs in educational technology: • Provide an overarching vision for all institutional instructional and research computing activities and initiatives. • Effectively coordinate the activities, funding, and roles of the Center for Teaching and Learning, ITSS, Director of Educational Technology, Distance Learning initiatives, and the needs of Professional and Continuing Education. • Develop a strategy for effective coordination and leadership for instructional and research computing. b. Provide for the needs of faculty for on-demand assistance when using technology in their teaching and research.	Fall 2007	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
		c. Develop the resources and encouragement necessary to move the College to the forefront of developing and teaching state-of-the-art technology consistent with the College's mission. d. Encourage Academic Departments to consider interest and experience with technology in teaching and research during the recruitment and hiring process for prospective new John Jay faculty. Also, encourage newly hired faculty to incorporate relevant technologies in the pedagogy. e. Develop a comprehensive strategy for increasing access to John Jay educational programs through the use of distance learning.		

B. GOAL: Enhance the Student Experience

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
1. Create an electronic communications and information environment with the expressed goal of facilitating and enhancing our students' lifelong connection with the institution, their faculty, their peers, and our alumni.	Enrollment Management Finance and Administration Institutional Advancement Student Development	a. Charge Student Development with establishing a steering committee comprising representatives from each responsible area to design an effective communications and information environment for students. b. Investigate available technologies and recommend an appropriate technology aided approach.	Fall 2008	TBD
2. Advance generation-specific communication strategies for Students	Enrollment Management Institutional Advancement Student Development	a. Employ generation-specific methods such as social networking, using technologies such as MySpace, and Facebook, RateMyProfessors, etc., to offer new vehicles for reaching students in their "comfort zones." b. Utilize mobile and hand-held technologies to promote and deliver our message and content to current and prospective students, as well as contribute to a more secure campus environment. c. Provide prospective students and new admits with personalized web space (personal profiles) to enhance their matriculation and attendance at the College. d. Explore the use of podcasting, video streaming, test messaging, digitized media, blogging and other evolving technologies to support the admissions process.	Spring 2009	TBD
3. Identify alternatives for	Academic Affairs	a. Evaluate options for increasing	Spring 2008	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
providing technology to all John Jay students.	Finance and Administration Student Development Technology Advisory Committee	the number of computers available in classrooms as well as expanded use of teaching classrooms. b. Evaluate low cost alternatives for providing access to personal computer technology for all John Jay students.		
4. Provide current and prospective students with improved web-enabled access to general information about the College, academic and department information, student activities and clubs, admissions, enrollment, financial aid, bookstore, schedules, billing information, and other services.	Academic Affairs Enrollment Management Finance and Administration Enrollment Management Student Development	a. TAC will initiate a process to coordinate the participation of all relevant responsibility areas to assist in designing a comprehensive web enabled student information environment.	Spring 2009	TBD
5. Assess and implement the steps needed to ensure all students have ready access to their own electronic records and have the ability to transact College business on line.	Enrollment Management Finance and Administration CUNY	a. Expand the ability for students to complete forms and process routine changes to their personal information online.	Fall 2007/Spring 2008	TBD
6. Provide ongoing professional development for faculty and staff on electronic access to student records and other information that support student academic functions.	Enrollment Management	a. Offer ongoing training to faculty and staff on accessing and updating student information online, e.g., DegreeWorks. b. Develop a new faculty and staff technology orientation program with associated supporting "how to guides" for all appropriate John Jay and CUNY provided administrative software products and services.	Fall 2007	TBD
7. Provide John Jay faculty and staff with the technological tools necessary to promote effective and timely	Academic Affairs Enrollment Management Student Development	a. Implement early warning systems that will aid in identifying students at risk. b. Research available software	Spring 2008	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
intervention with students.		products to support College intervention strategies. c. Investigate software alternatives potentially available from other CUNY institutions.		

C. GOAL: Expand Access to Information, Resources, and Scholarship

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
1. Improve service and information access and flow by restructuring the College website; clarify its role as a medium for information access, service delivery, and business process.	Academic Affairs Finance and Administration Institutional Advancement	a. Create a new College website that is easily navigated and updateable via a CMS package by the responsible entities. b. Develop a digital image library for website development. c. Implement a College events calendar. d. Identify an online events/conference registration web host. e. Implement a research and expertise database. f. Maximize the function of the College's Google appliance to improve the search for information. g. Revise the College's website policy to clarify responsibility for all College web pages.	Fall 2007/Spring 2008	TBD
2. Explore the use of podcasting, video streaming, digitized media, and other evolving technologies to deliver a broad variety of education, information, programming, and marketing in ways that can aid in expanding the boundaries of the institution, creating a College-on-demand.	Academic Affairs Finance and Administration Institutional Advancement Student Development	a. Provide virtual tours of the College. b. Explore the use of texting software/services (e.g. TextMe, etc.) to deliver marketing, emergency information, etc. c. Enhance digital media technologies through appropriate infrastructure investments.	Spring 2008	TBD
3. Provide easy access to all College and CUNY supported systems, applications, and services.	Finance and Administration	a. Implement a secure, single user authenticated sign on.	Spring 2009	TBD
4. Support the expansion of interactive College services and	Academic Affairs Institutional Advancement	a. Charge Academic Affairs and Institutional Advancement with	Fall 2010	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
academic programs by evaluating the viability of Internet II as a delivery option.		coordinating an investigating of the feasibility of using Internet II as an option for the delivery of interactive College services such as educational programming, cultural events, and public service presentations, etc.		
5. Make sure that faculty, students and staff has optimal access to the resources and information they need:	Academic Affairs Finance and Administration Strategic Planning CUNY	a. Implement a robust infrastructure and sufficient bandwidth for access to all forms of internal and external electronic information. b. Empower the library to develop its website and other online applications to meet the information needs of the John Jay community. c. Focus the efforts of the College's Site License Coordinator on identifying all available CUNY and College site licenses, as well as supporting the site license acquisition process on behalf of College end users.	Fall 2007	TBD
6. Provide access to the digital intellectual output of the John Jay community to those who need it.	Academic Affairs Institutional Advancement Planning	a. Develop a comprehensive strategy to collect, archive, and provide ready access to all information generated or stored at the College, both scholarly research produced by faculty and students, and administrative material produced by the President's office, Registrar's office, Institutional Research, etc., in all forms and media.	Fall 2009	TBD

D. GOAL: Promote Institutional Productivity and Operational Efficiency and Effectiveness

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
1. Clarify the mission, role and focus of the Technology Advisory Committee (TAC) consistent with the technology needs of the entire John Jay community.	TAC	a. The TAC will review the recommended functions and adopt and modify, as it deems appropriate.	Fall 2007	TBD
2. Maintain a reliable, fast, and robust network infrastructure as the foundation for IT at the College.	Finance and Administration	a. Give priority to network infrastructure at least until the current upgrade is completed (see Appendix 2 for details).	Fall 2007	TBD
3. Create an administrative systems advisory subcommittee of TAC that will address a full range of administrative technology requirements and innovation opportunities.	TAC	a. TAC will create the administrative subcommittee and recommend its membership composition.	Fall 2007	TBD
4. Ensure that staff and administrators take advantage of existing professional development opportunities to improve their use and understanding of available technologies and prepare departments to implement process improvements and see opportunities for innovation.	Academic Affairs Finance and Administration	a. Charge the Human Resources Department with compiling and maintaining an updated listing of available technology training and professional development opportunities by College position and disseminating to all College personnel. b. The DoIT will assist the Human Resources Department by assisting in identifying relevant technical training opportunities consistent with installed College hardware and software systems. c. Develop, implement, and support a program to empower administrative users to achieve an appropriate level of self-sufficiency with respect to the requirements of locally installed, as well as CUNY	Spring 2008	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
		maintained, software systems.		
5. Maintain reliable, secure information systems.	Finance and Administration Academic Affairs TAC	a. Review available security technologies and recommend a program of technology-aided security improvement for the entire John Jay campus community. b. Develop a strategy for ensuring that all important academic and administrative information is reliably backed up. c. The Technology Advisory Committee will develop a strategy to ensure a comprehensive review of all end point security measures for College data and systems; as well as overseeing an annual audit of the College's security infrastructure. d. Institute an annual infrastructure review to ensure currency and ongoing interoperability of the College installed hardware, software, and network.	Fall 2007/Spring 2008	TBD
6. Ensure that end users get knowledgeable, appropriate and effective technology support.	Finance and Administration TAC	a. Clarify responsibility for providing support for different systems (e.g., computer desktops and laptops, Blackboard, library databases, email, etc.). b. Make sure that help desk staff are adequately trained and provided with the tools they need to solve problems effectively. c. Provide web-based tools, remote diagnostics, and/or information such as help pages (e.g., RightAnswers, etc.) whenever possible to provide end user support.	Fall 2007/Spring 2008	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
		d. Implement a customer service satisfaction program that involves helpdesk operational enhancements, technical support improvements, follow-up calls to users, feedback surveys, and classroom technology ser ice enhancements, etc.		
7. Develop and implement a comprehensive, College-wide disaster recovery and business continuity plan.	Finance and Administration	a. The College's Chief Information Officer will perform risk assessment, develop a comprehensive disaster recovery and business continuity plan, conduct periodic systems auditing, test the viability of the plan, implement the plan, and maintain the plan on a scheduled basis. b. Arrange training for successful implementation of disaster recovery and business continuity plan for people involved	Spring 2008	TBD

E. GOAL: Facilitate Communication and Collaboration

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
1. Provide relevant technology aided communication tools that can enhance the engagement and productivity of all members of the John Jay community.	Finance and Administration Institutional Advancement	a. Implement an improved College-wide email, scheduling, and calendar platform to facilitate communication and information between and among the entire College community (See Appendix 2 for details). b. Develop expanded communication capabilities for all campus constituencies using such tools as blogs, instant messaging, broadcast text messaging, web links, and the campus TV infrastructure, etc., to facilitate improved information flow between and among all College groups. c. Develop an effective electronic replacement for "The Week Of". d. Review and procure a product such as MS SharePoint Server to improve collaboration through a platform which supports sharing information and working together in teams, communities, and people-driven processes (See Appendix 2 for details).	Fall 2007 Fall 2008 Spring 2008	TBD
2. Promote communication to, and from, friends of John Jay, alumni and prospective donors.	Academic Affairs Enrollment Management Institutional Advancement	a. Implement technological advances in marketing communications programs for brand identity, student and faculty recruitment, and student services to ensure John Jay's competitiveness in the marketplace. b. Develop expanded communication capabilities using such tools as blogs, instant	Spring 2008	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
		messaging, broadcast text messaging, web links, and the campus TV infrastructure, etc.		

F. GOAL: Validate the Mission and Clarify the Role and Focus of the Technology Advisory Committee (TAC)

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
1. The primary functions of the TAC will be to evaluate, analyze and make recommendations to the President on technology matters affecting the College community. The TAC will: • Oversee the progress toward achievement of the Strategic Plan for Information Technology goals and objectives. • Function as the IT planning group for the College including ongoing assessment, prioritizing and planning functions. • Educate the College community regarding all aspects of the College's technology plans, policies, and objectives. • Review, recommend, and mediate College technology operational policy and procedures. • Review and advice on policies, plans and procedures for such critical functions as physical facilities, data integrity and security,	TAC	a. The TAC will review the recommended functions and adopt and modify, as it deems appropriate.	Fall 2007	TBD

Objectives	Responsible Area(s)	Actions	Implementation	Budget/Other
disaster recovery planning and copyright and intellectual property right issues, etc. • To facilitate the work of TAC, create subcommittees as required and appropriate (e.g. subcommittee for exploring administrative software and services, subcommittee for security and planning, etc. • Act as a sounding board for user based technology issues and needs.				

<u>APPENDIX 1</u>

IT Planning Subcommittee Members –
    Gail Hauss
    Kathy Killoran
    Simon Lee
    Bonnie Nelson (Co-Chair)
    Praveen Panchal
    Bill Pangburn
    Richard Saulnier
    Peter Shenkin (Co-Chair)
    John Taveras
    William Brennan (Consultant)

APPENDIX 2

Department of Information Technology Strategic Priorities (FY 2006-2007)

The technology-dependent learning is being adopted at a very fast rate and it is pushing the frontier of traditional ways that colleges carry out their operation. "Tech-savvy" students are our customers who are asking for online college services as readily accessible, expedient and convenient as online banking. This experience must be the force for John Jay to develop a technology oriented educational infrastructure that will reach ahead of the extent of conventional systems. The College must leverage technology to achieve superior operational success in learning, teaching, research and administration by creating a strategic framework.

The Vision - The technology infrastructure and services will support key college goals and strategic objectives. The College will be recognized as a leading college of innovative technological advancement in teaching, learning, research and administrative services.

The strategic priorities outlined in this document are aligned to the directives of the *Comprehensive Action Plan (CAP)*, with following strategies focused on technology:

1. Creation and maintenance of Technology Advisory Committee (TAC)
2. Provide support to faculty to maximize their teaching abilities
3. Enhance the use of technology to engage, inform and communicate with students
4. Develop means for students to interact with each other electronically
5. Encourage faculty to utilize technology to aid teaching, and conduct cutting-edge research, in the liberal arts
6. Review commonly used college forms to design and implement online versions of all forms

Immediate Priorities - Short-term mission critical *(Green – completed, Blue – in progress, Red – to be done)*

Priority 1 - Network Core Infrastructure Upgrade
Description - Currently, the network core which was built using Entersys equipment is obsolete. It is unreliable, lacks scalability, susceptible to failure and insecure. To develop a reliable, robust and secure network infrastructure in the future, a network core infrastructure improvement must be undertaken immediately. The new core, funded by a City Capital initiative, will include PIX firewall for network security, Cisco Catalyst 6509 switches with failover capability for reliable network access and revised VLAN topology for better efficiency. DoIT staff and a consultant will work on achieving this task.
Deliverables – Upgraded robust, stable and secured core network infrastructure with five 9s reliability and downtime only due to maintenance and upgrades

Project Status -

1. *Assess current situation (completed);*
2. *Hardware procurement (completed);*
3. *Develop upgrade procedure (completed);*
4. *Hire consultant (completed);*
5. *Develop project plan (completed);*
6. *Create logical and physical design (completed);*
7. *Implement logical and physical design (completed);*
8. *Install physical plant (completed);*
9. *Test integrated system (completed);*
10. *Roll-out new core infrastructure in production (completed).*

Target Completion Date – July 2007

Priority 2 – Active Directory Migration

Description - Currently, the College has Windows NT 4.0 domain for its central authentication and file sharing capabilities running on unreliable old hardware. This is an obsolete technology and is not supported by Microsoft. The College faces the risk of hardware failure and interrupted network and file sharing services. There exist three other directory services – Active Directory in the library, Active Directory in ITSS and Sun-One Directory for existing e-mail system and Intranet authentication. Due to disparate directory services within the campus there is no possibility of integrated single-sign-on (SSO) and enhanced security unless all these directory services are merged into one "forest" under an empty root and domain called jjay.cuny.edu.

Deliverables – Upgraded and reliable directory services on new hardware with five 9s reliability and downtime only due to maintenance and upgrades

Project Status -

1. *Assess current situation (completed);*
2. *Hardware procurement (completed);*
3. *Develop Active Directory plan (completed);*
4. *Hire consultant (completed);*
5. *Implement Active Directory (completed);*
6. *Test Active Directory (completed);*
7. *Roll-out Active Directory in production (completed).*

Target Completion Date – July 2007

Priority 3 – Wireless Link to Wesport
Description - The original equipment purchased to connect Westport to the internet, using Terabeam wireless technology, has become unreliable and has resulted in numerous outages over the past two years. Because data and telephone services in Westport rely on this technology, it will be replaced with newer and less expensive AxisPoint wireless connections. Currently, one new link is being installed with one new T1 line as a backup. In the future, one more redundant link will be established.
Deliverables – Installation of new wireless link to Westport with increased reliability and downtime only due to maintenance
Project Status -
1. *Research alternative solutions (completed);*   2. *Hardware procurement (completed);*   3. *Hire vendor (completed);*   4. *Schedule installation (completed);*   5. *Install wireless heads (completed);*   6. *Test wireless link to Westport (completed);*   7. *Roll-out new wireless link in production (completed).*
Target Completion Date – November 2006

Priority 4 – PBX Enhancement and Voice over Internet Protocol (VoIP) Capabilities
Description - As part of a major city capital funding initiative, the College's aging telephone exchange (PBX) for North Hall and Haaren Hall, which is no longer upgradeable, will be replaced with state of the art equipment providing a 50 % increase in phone capacity, a tenfold increase in voicemail storage, new telephones in each building and a hybrid system allowing for future conversion to telephone connections over the internet (VoIP) and the basis for a unified messaging system.
Deliverables – Installation of new upgraded PBX in hybrid mode with increased reliability and downtime only due to maintenance and upgrades. The new system will allow John Jay to roll out VoIP phones and unified messaging capabilities in the near future.
Project Status -
1. *Create bid specifications (completed);*   2. *Award bid (completed);*   3. *Hardware procurement (completed);*   4. *Kick off and development of installation plan (completed);*   5. *Install PBX and phones (completed);*   6. *Test new phone system (completed);*   7. *Roll-out new phone system in production (completed).*

Target Completion Date – April 2007 for PBX upgrade. VoIP rollout will be an ongoing project.

Priority 5 – North Hall Infrastructure Upgrade
Description - Upgrade user network connections in North Hall from Category 3 telephone cable to Category 5E data cable to provide increased speed, performance and reliability in accessing the internet and network resources. Install network backbone fiber from the network switches to the network core equipment in North Hall to improve service. Add additional network switch ports in selected locations in North Hall to enhance network speed, performance and reliability.
Deliverables – Upgraded network connections to users in North Hall to increase reliability of cable infrastructure and network access
Project Status -   1. *Assess current situation (completed);*   2. *Hardware procurement (completed);*   3. *Develop upgrade plan (completed);*   4. *Install new cable and terminate in the closets and user locations (completed)*   5. *Network equipment installation, configuration and termination (completed).*
Target Completion Date – November 2006 for cabling infrastructure upgrade and June 2007 for network equipment work

Strategic Priorities for Year 2006-2007

Priority 1 – IT Strategic Planning
Description - Currently, there is no long-term IT strategic plan for the institution to focus on IT initiatives, one that is well thought out. The College should develop an IT strategic plan which will align with the strategic plan of the College. DoIT will work with Technology Advisory Committee (TAC), Tech Fee Committee and other stakeholders of the College in developing College wide IT strategic plan for years 2007-2010 and formalize a new strategic planning process.
Deliverables – Comprehensive IT Strategic Plan for years 2007-2010 with timeline, budget, other resources and responsible stakeholders
Project Status -   1. *Establish an IT Planning Sub-Committee (a subset of TAC) to oversee development of the plan (completed);*   2. *Outline strategic plan development process in collaboration with IT Planning Sub-Committee (completed);*   3. *TAC to approve plan development process (completed);*   4. *Secure funding to hire a consulting facilitator (completed);*   5. *Hire a consulting facilitator (completed);*

6. *Work with facilitator, TAC and other stakeholders to facilitate focus groups, hold meetings, help identify goals and objectives (in progress);*
7. *Help develop the plan (in progress).*

Target Completion Date – June 2007 (Plan will be adopted in September 2007)

Priority 2 – Communication and Collaboration

Description - Expand the opportunity for communication, information sharing and collaboration within the college and between the college and the various external entities with whom the college interacts in the fulfillment of its mission. DoIT will implement enhanced information sharing approach and improved document sharing technology.

Deliverables – An effective and timely communication and collaboration of technological information available to the College

Project Status -
1. *Automatic configuration of e-mail accounts for new faculty and staff (completed);*
2. *Setup global e-mails and notices to targeted groups of faculty and staff (completed);*
3. *Develop communications plan and process for sharing IT projects information across the College (in progress);*
4. *Foster greater communication and collaboration with CUNY-CIS (completed);*
5. *Upgrade of the student e-mail system for increase storage capacity and enhanced backup facility (completed);*
6. *Deploy enterprise e-mail, calendaring and groupware system (in progress);*
7. *Advertise technological services, current projects and best practices to all faculty, students and staff through various avenues - such as video, web and printed materials (in progress);*
8. *Upgrade level of staff and end-user skills through training and education (completed);*
9. *Increase skill resources through additional permanent staff, part time support and outsourcing (completed).*
10. *Redesign the John Jay faculty and staff Intranet, explore possibilities for additional services and applications (to be done);*
11. *Deploy Microsoft SharePoint Portal server (in progress);*
12. *Develop change management plan and create mechanism to proactively communicate with stakeholders of any changes (in progress);*
13. *Redesign the DoIT Website to create one composite site of all functional services for administrative, instructional and media support (completed);*

Target Completion Date – December 2007

Priority 3 – Customer Service Improvements

Description - Develop, implement and assess models of excellence in critical end-user services to support our students, faculty and staff population. DoIT will enhance the quality of service experience for all students, faculty and staff.

Deliverables – Improved level of customer satisfaction

Project Status -

1. *Deploy Polycom teleconferencing for college senior administrators (completed);*
2. *Leverage findings in administrative customer survey to improve customer service experience (completed);*
3. *Improve help-desk operation (in progress)*
   a. *Initiate follow-up calls (completed);*
   b. *Procure Track-It Audit and Survey module (completed);*
   c. *Enhance help-desk staff training (in progress) -*
      i. *MCDS Certification, all Technicians;*
      ii. *Dell Certification;*
      iii. *Helpdesk Management;*
      iv. *Helpdesk Support Certification Team Leader;*
      v. *Helpdesk Certification Support Specialist;*
      vi. *Training Reference Material;*
      vii. *A+ Certification for all Technicians;*
      viii. *Track-It usage;*
      ix. *Final Cut Pro (2);*
4. *Deploy network diagnostics tools to isolate problems in relatively short time (in progress);*
5. *Develop project management methodologies for better planning, resource allocation and timely delivery (in progress);*
6. *Improve governance, accountability and increased responsibility by resolving organizational issues (in progress);*
7. *Redesign OneStop student web site (in progress);*
8. *Develop user support procedures for technicians(in progress) -*
   a. *Remote access for technicians to user computers;*
   b. *Review problem resolutions with users;*
   c. *Schedule time to educate users on basic technology;*
9. *Enhance audio-visual support for coverage of all college events (in progress);*
10. *Upgrade level of staff and end-user skills through training and education (in progress);*
11. *Increase skill resources through additional permanent staff, part time support and outsourcing (completed);*
12. *Explore work flow technology to create paperless environment (explore MS Infopath and other work flow software solutions) (to be done);*
13. *Create accessible website for visually impaired users (to be done);*

14. Install cable infrastructure and telephones in all classrooms (in progress).
Target Completion Date – August 2007

Priority 4 – Empowerment Through Capacity Building
Description - Expand the development and incorporation of technology in administrative, academic and student services in order to enhance the quality and effectiveness of the College environment for students, faculty and staff. DoIT will facilitate and enable various departments to improve their business processes to deliver efficient service capabilities to their customers.
Deliverables – Improved level of end-user capacity and empowerment

Project Status -
  1. *Explore the possibility of creating ePortfolios for students (completed);*
  2. *Implement online forms with built-in workflow to eliminate paper forms (in progress);*
  3. *Deploy SALI for online student services (completed);*
  4. *Explore the possibility of developing self service applications in collaboration with other departments (in progress);*
  5. *Organize user workshops in basic technology and facilitate staff and end-user training in new systems (completed);*
  6. *Follow computer equipment replacement cycle (completed);*
  7. *Help build "smart" conference rooms (in progress);*
  8. *Increase skill resources through additional permanent staff, part time support and outsourcing. (completed);*
  9. *Deploy ePAF and Budget Management System (to be done);*
  10. *Facilitate eProcurement deployment (to be done);*
  11. *Improve computing and telecommunications needs for adjuncts (completed);*
  12. *Deploy document imaging technology to reduce paper and improve record retention capacity (to be done);*
  13. *Deploy self service password management to eliminate personnel cost related to this task (to be done);*
  14. *Build 40-seat faculty computer teaching lab for faculty development (to be done).*

Target Completion Date – December 2007

Priority 5 – DoIT Operation Improvements
Description - Provide the college with a reliable, robust and secure technology infrastructure to support teaching, learning, research, student services, and college administrative functions. DoIT will enhance network infrastructure with state-of-the-art technologies, facilitate integration of new technologies into the College's operations and improve data security to comply with all relevant state and federal regulations.

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Deliverables – Improved technology infrastructure to support college's strategic goals

Project Status -

1. *Create server farm – centralize all campus wide servers to the secured datacenter in North Hall (completed);*
2. *Create Project Management Office (PMO) within DoIT to efficiently manage projects (completed);*
3. *Improve DoIT Governance by analyzing and reorganizing departmental functional responsibilities (completed);*
4. *Implement Microsoft campus agreement for cost savings (completed);*
5. *Achieve network efficiency, reliability and security based on completion of immediate priorities listed above -*
    a. *Convert existing Entersys hardware to Cisco hardware for enhanced performance, reliability, scalability and security (in progress);*
    b. *Reconfigure all existing virtual LANs for efficiency (completed);*
6. *Enhance network security -*
    a. *Create website with SSL security (completed);*
    b. *Deploy PIX firewalls (completed);*
    c. *Mitigate content and ID theft (completed);*
    d. *Implement security mechanism by creating differentiation between access to public and private information as per CUNY mandate and other regulations (completed);*
    e. *Implement identity management (to be done);*
    f. *Explore possibility of end point security (to be done);*
    g. *Deploy storage area network for central storage to eliminate need for external peripheral devices (in progress);*
7. *Develop project management methodologies as per NYS and PMI guidelines (in progress);*
8. *Establish a prioritization mechanism for identifying, scoring, prioritizing and assigning resources to all projects (in progress);*
9. *Upgrade level of DoIT staff skills through training and education (in progress);*
10. *Increase skill resources through additional permanent staff, part time support and outsourcing (completed);*
11. *Create, refresh and implement technology related policies and procedures (in progress);*
12. *Upgrade all computers Microsoft Vista, Office 2007 and other latest software releases (to be done);*
13. *Develop comprehensive disaster recovery and business continuity plan (in progress);*
14. *Create test lab for testing and researching new products and implementation scenarios (in progress).*

Target Completion Date – December 2007

APPENDIX 3

John Jay College of Criminal Justice

Strategic Plan for Information Technology

Focus Groups Overview and Strategic Issues

A.   Overview

1. 14 Focus Groups conducted between 3/26/2007 and 4/20/2007
2. Total of 106 participants to include faculty, students (graduate and undergraduate), administrators, executives, and staff.

- 7 students
- 6 Academic Chairs
- 9 Provost Council members
- 9 Librarians and Library professional staff
- 5 DoIT management personnel
- 5 DoIT ITSS staff members
- 15 DoIT ATSS staff members
- 4 Distance Learning Task Force members
- 6 Faculty Senate Technology Committee members
- 15 administrators from BARFITOS
- 16 HEO's representing Business Services, President's Office, Personnel, Institutional Advancement, and the Alumni Office
- 8 Business and Finance Office personnel

B.   Focus Group Strategic Issues

- The College needs to develop a vision and action plan, with associated funding, for the integration of technology within the curriculum
- Improved coordination and leadership for instructional and research computing should be established
- Creation of formal or informal faculty technology interest groups such as a Teaching & Learning Technology Roundtable (TLTR) will aid in fostering collaborative interest in instructional technology among the faculty
- An expanded academic technology services infrastructure is needed to support instructional technology interest and development by faculty. The proposed Center of Teaching and Learning is an ideal vehicle to begin this process provided it has a clear mission to include technology teaching and learning support
- Space constraints need to be addressed in order to facilitate the growth of needed technology aided teaching environments such as departmental based teaching laboratories
- "Smart" classrooms will require Smart Boards to truly extend thief instructional usefulness
- DoIT staff and other College technology staff should be expanded to support specialized application – both academic and administrative
- Staff and administrators should be provided training and professional development in order to increase their effectiveness in the use of College and CUNY installed technologies
- Use of the Student Technology Fee revenue to fund full-time positions, rather than tax levy dollars, will severely limit the institution's ability to use technology fee income to address needed infrastructure, and other hardware and software related upgrades and improvements for students
- There is an important need to develop a comprehensive electronic document storage, maintenance, and delivery program
- There is a significant to both clarify and improve the College's website with regard to its role as a medium for information access, service delivery, and business process
- The role of DoIT should be more clearly defined within the institution particularly with regard to web development, policy development, and academic support
- The College should move to single user authentication to ease access to online resources, particularly for students