

Information Technology Planning and Advisory Committee

ITPAC



Renewal of the Information Technology Strategic Plan

December 2010

ITHACA



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Executive Summary



The Information Technology Planning and Advisory Committee (ITPAC) is responsible for advising the President on campus-wide information technology planning and priorities. ITPAC develops and maintains a strategic information technology plan that supports Ithaca College's mission, Institutional Plan, and academic, administrative, and outreach activities.

In September 2009, the committee organized into seven subcommittees: Networking and Infrastructure, Decision Support Systems, Teaching, Learning and Research, Communication, Governance, Training and Support, and Administrative Systems.

Each subcommittee researched industry trends and interviewed faculty, staff, administration, and students from September 2009 to May 2010 to help compose this renewal of the original information technology strategic plan.

The information in this document is organized based on the Vision Statement, Action Items, and Blue-Chip Projects of each subcommittee.

The Vision Statement helps define the desired future of information technology within the subcommittees' specific area.

The Action Items designate important aspects of the vision statement that require future work. The Action Items are general directions that if formally championed could help fulfill the vision statement.

The Blue Chip Projects are more specific recommendations targeted to fulfill Action Items. Blue Chip projects are either highly valued or low risk. Highly valued projects meet an immediate need and are important to making progress toward the subcommittee's Vision Statement. Low risk projects are projects that are currently listed in the ITS project portfolio (see Appendix for the full list of projects) that have been linked to specific subcommittee Vision Statement and Action Items.

ITPAC edited and reviewed the plan while constantly refining each subcommittee section, from September 2010 to December 2010. ITPAC has also incorporated the IC 20/20 Plan into the IT strategic plan.

Continued

Executive Summary



On December 7, 2010, ITPAC voted to approve the plan.

As Chair I would like to thank the many people from across campus who contributed to the plan. I would also like to express my deep gratitude to all ITPAC members whose hard work enabled us to craft this plan. Thank you for your extraordinary efforts and your devotion to the plan.

Dennis Charsky, Ph.D.

ITPAC Chair

Assistant Professor and Program Director

Communication Management and Design

Department of Strategic Communication

Roy H. Park School of Communication

Ithaca College

Networking and Infrastructure



Vision Statements

Ensure that the network and infrastructure are secure, reliable, accessible, and current. The network and infrastructure should be able to support and provide secure on and off campus connectivity and a variety of distance learning opportunities for undergraduate, graduate, and continuing education students.

Action Items

Continue to develop the network and infrastructure to include adequate data storage and management for expanding campus needs. Continue to develop the network and infrastructure to allow for telecommunication resources that expand opportunities for learning and working in virtual environments. Continue to develop standardized technology equipped offices, classrooms, meeting rooms and a multifunction telecommunications system.

Expand funding for technology replacement and renewal beyond the desktop and classroom (i.e. for servers and network components) that would include network and infrastructure components. Such a program would help to assure that network and infrastructure components are up-to-date and capable of supporting and sustaining contemporary technology programs and services.

Blue Chip Projects

We recommend the creation of an ITS task force to compose a set of recommendations regarding a technology renewal program for network and infrastructure components.

We recommend the creation of an external advisory committee [i.e. alumna/e] to help inform ITS and Ithaca College of emerging technological resources within fields of study and technology that can be integrated with our administrative units.

Continued

Networking and Infrastructure



Blue Chip Projects

We recommend ITS finish the Network and Security re-Architecture (NSRA) project that has been underway since 2007. The NSRA project is detailed in ITS's project portfolio under numbers 1, 2, 4, 6, 8, 9, 17, 26, 28, 31. We recommend that ITS continue to maintain a plan for network and infrastructure upgrades that incorporates Ithaca College's vision and guiding principles.

We recommend ITS finish the Luminis Content Management Suite (LCMS) upgrade project. ITS Project 5.

We recommend ITS finish the New Web Environment project to optimally support web based tools and spaces. ITS Project 19.

We recommend ITS start Project 25 - Bringing Print Management to Campus, to help manage public access printing.

We recommend ITS start Project 27 – Virtualization Strategic Assessment, which will help determine whether or not virtualization is appropriate.

Decision Support Systems



Vision Statements

Establish an effective centralized reporting environment to enable easy, flexible, and consistent reporting of information collected in Ithaca College's disparate business systems.

Decision support systems should facilitate tactical and strategic business decisions, support accountability, provide for the identification and analysis of trends, facilitate statutory and compliance reporting, as well as data governance and process improvement.

Action Items

Systems envisioned to be supported by Decision Support Systems:

- Advance (Institutional Advancement)
- Homer (Admission, Student Financial Services, Registrar, Residential Life, Institutional Research, Institutional Advancement)
- Parnassus (HR, Payroll, Financials, Benefits)
- ID Express (IDs, Building Access, ID Express)
- Office of Public Safety systems
- MyHome (additions of portlet dashboards, centralized access)
- MyIthaca (self-reported information)
- Course Management System (Blackboard/Sakai)

Deliver a set of reporting tools that allow for easy reporting by end users of information as well as enabling power users to robustly analyze the data in the source systems.

Blue Chip Projects

We recommend the Creation of a Business Intelligence Center of Excellence, whether using the Incisive Analytics recommendation or another solution. An important portion of this will be the creation of a data governance structure and managing body to define and maintain consistent College-wide definitions of our data.

We recommend that the College review the workload distribution for our Data Base Administrators (DBAs) and Programmer/Analysts (PAs) in relation to the projects in queue and systems in place and in comparison to the DBA/PA staffing at other institutions to ensure that we have adequate resources to accomplish our IT goals, especially as it relates to decision support.

Teaching, Learning, and Research



Vision Statements

Assure Ithaca College faculty and students employ best practices in the use of technology to enhance teaching and learning through a robust environment of services, support, and challenge.

Action Items

Ithaca College and ITS should provide this robust environment of services, support, and challenge through interaction with faculty and students and remaining current with developments in the integration of technology and online learning.

ITS should advise, consult, and collaborate with faculty and students regarding their technology focused interests, ideas, concerns and to advocate to faculty and to the academic administration for the most effective use of technology to enhance teaching and learning.

Review the relationship between faculty and ITS to assure that information flows from ITS to faculty and that faculty have appropriate channels to communicate with ITS.

Blue Chip Projects

Academic Computing Advisory SubCommittee of ITPAC

The role of the ACA is to provide faculty input and guidance to the staff of ITS and ITPAC on issues concerning teaching, learning and scholarship.

The mission of the group is to advise and establish the priorities of academic technology-focused projects, help set long-term objectives, and provide opportunities for communication regarding technology for teaching, learning and research.

The ACA has an advocacy role in these areas:

- Representing faculty concerns and priorities to ITS staff
- Representing ITS teaching, learning, and research concerns to higher administration
- Representing the potentials of technology to the faculty

Continued

Teaching, Learning, and Research



Blue Chip Projects

- Advising and assisting with prioritizing ITS projects and potential projects that are academically focused
- Advocating for the use of the Faculty Commons as a source of information concerning new developments in technology

Composition of ACA:

- All faculty members on ITPAC
- Executive Director and Director for Technology and Support Services who may invite appropriate ITS representatives
- College Librarian
- Graduate and Professional Studies representative on ITPAC
- One student representative for the two student representatives on ITPAC

We recommend expanding ITPAC to include;

- Faculty Development Coordinator or an appropriate designee that is interested and/or has experience with technology for teaching, learning, and research

The chair of ITPAC will be the chair of the ACA subcommittee.

This group will not replace the ITS liaisons. That program will continue because it is an effective means for delivering information to schools and departments.

ACA Subcommittee and IC 20/20

We recommend that this subcommittee review any IC 20/20 technology-based initiatives or projects. The membership is the appropriate mix of faculty and ITS staff that can collaborate on making improvements to technology-based initiatives and projects.

ePortfolio Platform

Implement an enhanced e-portfolio platform and other Web 2.0 tools to provide a wider context for making student learning visible and to measure student achievement both in and out of class. Use these tools to supplement typical student achievement measures.

Continued

Teaching, Learning, and Research



Blue Chip Projects

IC 20/20 Link: Objective 1 Initiative A iii:

Consider the creation of a flexible portfolio or capstone graduation requirement (minimum 3 credits) for all students, focused on synthesis and integrative learning. (p. 8)

We recommend ITS finish the Campus Wide LMS Evaluation project that will migrate all courses to the LMS Sakai. ITS Project 7.

We recommend ITS finish the Streaming Video Server project that will identify and implement a video/audio delivery solution for faculty and staff in multiple departments. ITS Project 24.

We recommend ITS start the Concert Program Server that will allow the School of Music to automate their process for creating performance programs. ITS Project 33.

IC 20/20 Connection

The following sections of IC 20/20 are places of potential advisory activity regarding technology as it relates to teaching, learning, and research:

Support and advise on any IC 20/20 initiatives regarding online learning and its expansion.

Objective 1 Initiative C iii: consider the development of student learning labs and collaborative workspaces on campus that would provide learning spaces supportive of integrative courses and co-curricular activities.

Objective 1 Initiative H: create a program of alumni mentors for all interested students. Utilizing online networking tools, alumni mentors would advise students on such topics as why certain curricular requirements are valuable, what to look for in internships and other field experiences, and how to search for one's first full time job.

Continued

Teaching, Learning, and Research



IC 20/20 Connection

Objective 2 Initiative B ii: focus additional resources on faculty instruction in the use of technology improved pedagogy.

Objective 6 Initiative B ii: consider the use of locations outside of Ithaca and alternative delivery modes such as low residency cohorts, summer only sessions, online learning and block scheduling

Objective 6 Initiative C iii and vi: expand professional and lifelong learning opportunities through the creation of online coursework, certificate programs, graduate programs, executive master's degrees, and professional development programs that will serve alumni and other post-graduates as life-long learners.

Objective 7 Initiative D: consider the option to offer more courses in an online learning format to enable students to engage in internship study programs away from the Ithaca College campus or its centers.

Objective 7 Initiative E: consider the utilization of online learning and collaborative technologies to bring virtual resources to the Ithaca College campus and courses.

Communication



Vision Statement

Assure that all communication systems (e.g. email, telephone, web) deliver information and/or enable dialogue with internal (faculty, students, administration, and staff) and external constituent groups (prospective students, alumni, business partners, and the broader community).

Regularly and formally assess the effectiveness of the various communication systems including processes, governance, and technology-enabled interaction.

Action Items

Improve the communication of the various technology-focused committees that are charged with managing or governing technology systems and/or process in hopes of eliminating redundancy and improving collaboration.

ITS will communicate the state of information technology at Ithaca College to the Ithaca College community through means such as myHome.

Blue Chip Projects

Conduct a communication audit of all ITS communication systems, communication technology, and processes. The resulting report should detail strengths, limitations, opportunities, and ideas for improving ITS communication with its various constituents.

Create an organizational chart that maps out the various technology-focused committees on campus and their communication lines. The document should define the committees, the committees' current chairs, websites, charges, and depict whom the committees directly communicate with and/or report to and why. We recommend that ITPAC conduct this work.

Review policy and procedures regarding eBlast capabilities and their possible expansion to offices other than Admissions. We recommend that the Office of Marketing Communications conduct this work.

Continued

Communication



Blue Chip Projects

We recommend ITS finish the Alumni Community project that can help to strengthen and extend the lifecycle of alumni relationships by leveraging the myHome portal to create a similar portal for alumni. ITS Project 13.

We recommend ITS finish the IC Mobile Website project that will create a mobile web (smart phone, handheld devices) presence for Ithaca College. ITS Project 22.

We recommend ITS, in conjunction with Marketing Communications, start the Website Rebranding project to apply the new visual brand identity to all Ithaca College web pages. ITS Project 36.

IC 20/20 Connection

Objective 1 Initiative H:

Create a program of alumni mentors for all interested students. Utilizing online networking tools, alumni mentors would advise students on such topics as why certain curricular requirements are valuable, what to look for in internships and other field experiences, and how to search for one's first full-time job.

Objective 2 Initiative H:

We will continually work to reach our highest potential as an institution of higher learning through rigor and the pursuit of excellence in our academic programs.

Develop an innovative college-wide system of required student advising that assists and guides students in their majors, liberal curriculum requirements, personalized integrative pathways, co-curricular involvements, community service, leadership experiences, and portfolio creation. Appropriately recognize and value this work on the part of faculty, through expectations, rewards, and performance evaluation.

Governance



Vision Statement

Ensure that the Ithaca College IT Governance process is appropriate, open, fair, mindful of College resources, and consistent with the mission and vision of Ithaca College. IT Governance is the process by which information technology initiatives are selected, prioritized, funded and implemented.

Action Items

Information Technology Services (ITS) should document the ITS portfolio management process, including the project proposal process and the methods of selecting and prioritizing technology projects that enter the system.

ITPAC should establish regular periodic reviews of the ITS project portfolio management process to ensure that it is consistent and appropriate with the mission and vision of the college.

Improve communication with constituents by making the ITS project management and project portfolio management processes more transparent to the IC community.

Ensure that the College information and communication infrastructure is current and capable of sustaining contemporary information processing requirements. Expand funding for technology replacement beyond the desktop and classroom (i.e. for servers and network components). Note: Links to Network and Infrastructure Action Item 2.

President, Vice President for Finance and Administration, and Provost in conjunction with ITS develop a process for funding new technology initiatives that blends annual departmental and ITS capital allocations and major project funding with the ITS project portfolio management process. Develop a clear pathway for funding ITS projects that blends the annual budget process with the project portfolio process.

President, Vice President for Finance and Administration, and Provost review the role of the Information Technology Planning and Advisory Committee (ITPAC) have in IT Governance and resource allocation.

Continued

Governance



Blue Chip Projects

We recommend that the President, Vice President for Finance and Administration, and Provost amend ITPAC's mission to include periodic review of ITS's project portfolio. ITPAC could review the categories, process, and criteria that help with establishing the master project portfolio.

ITS should dedicate a portion of its website to display ITS's project list and the project portfolio management processes. At a minimum, the website should include:

- The mechanism for submitting a project proposal to ITS.
- Documentation of the process for reviewing, approving and prioritizing project proposals.
- The portfolio of current ITS projects and their status.

Training and Support



Vision Statements

Provide consistent and comprehensive training opportunities to ensure that all members of the College community acquire a core set of technology skills that address their teaching, learning, and professional work goals.

Provide multiple service models for user support, such as full service, assisted and unassisted self-service, and partnership service that optimally address teaching, learning, and professional goals of IC students, faculty, and staff.

Action Items

The Training and Support Office in ITS's Technology and Instructional Support Services should establish regular training and support assessment cycles. One cycle would be yearly, using surveys and other methods to capture current information. The other cycle would be less frequent and collect richer feedback through interviews and focus groups. The two assessment cycles would build a continuous feedback process and formalize assessment.

Note: Links to Vision Statement in Communication Section.

Encourage the creation of repositories of knowledge and management of that knowledge via groups in myHome or using other appropriate technology.

ITS should provide a depository that will allow for the collection of software guides developed by various Ithaca College constituents.

Continued

Training and Support



Blue Chip Projects

Add a professional position in database design/support to the staff of ITS, to work with faculty and staff. Note: Links to Teaching, Learning, & Research Section.

IC 20/20 Link: Objective 2 Initiative B: Create a Center for Teaching and Learning Excellence staffed by professionals in faculty development, assessment, instructional design and technology, and academic enrichment services. (p.11)

Develop a targeted assessment of student technology skills (that includes recent alumni), to determine whether students are acquiring the skills necessary for academic success (including internships, co-curricular activities, service learning) as well as post-Ithaca College success. Note: Links to Teaching, Learning, & Research Section.

IC 20/20 Link: Objective 5: Ithaca College commits to continuous assessment and change on behalf of student learning. (p. 15)

Develop a formal procedure for articulating the ongoing ITS support for specialized software and/or hardware used by campus units, including the articulation of support partnerships through service-level agreements that may include user support, such as full service, assisted and unassisted self-service, and partnership service.

We recommend that Ithaca College, in conjunction with ITS, should explore the development of a web-based institutional repository for storage and access to learning objects and artifacts developed by Ithaca College faculty and students, similar to LiveText, ePortfolio, iTunesU. Links to Teaching, Learning, and Research ePortfolio project.

We recommend ITS finish the Campus Training/Documentation Implementation project that will provide solutions and a plan for managing all training tools and documentation. ITS Project 29.

Administrative Systems



Vision Statements

Identify the constituencies and establish Enterprise Application Services coordination involving all functional areas.

Provide appropriate opportunities and resources to plan for the converging IT environment and the integration of disparate systems.

Ensure that Ithaca College's various systems support the functioning of the College and constantly take advantage of potential enhancements enabled by new, upgraded or emerging technologies.

Action Items

ITS and Ithaca College should support the implementation of online training and documentation tools (such as Adobe Captivate and Adobe RoboHelp) as well as select a tool for online training registration. Note: Links to Training & Support.

ITS and Ithaca College should work to simplify, integrate, and automate business processes and systems where appropriate. For example:

- Interfaces between HR and Financials are not adequate. Transaction detail is in the HR system and Financials must reconcile to the interface results. The products are not intuitive therefore requiring a great deal of interaction with the user community.
- Banner and Parnassus should more completely share information about Student Employees and their work/study status and earnings.
- Parnassus and Advance should share information about alumni employees and employee donors.
- The ID Office system should share employee ID photos with Parnassus.
- Advance and Banner should be able to share information regarding alumni and students and their relationship to each other and the College (e.g. legacy status, club membership).
- Student Activities integration with Financials and Advance
- Integration of the Library, Bookstore and Events invoicing with Parnassus invoicing to eliminate duplicate data entry.

Continued

Administrative Systems



Action Items

ITS and Ithaca College should explore the adoption of a robust event management tool that would serve the needs of Campus Center and Event Services, Institutional Advancement, Graduate and Professional Studies, Athletics and any other department that integrates with Financials.

Blue Chip Projects

We recommend that the College review the workload distribution for our Data Base Administrators (DBAs) and Programmer/Analysts (PAs) in relation to the projects in queue and systems in place and in comparison to the DBA/PA staffing at other institutions to ensure that we have adequate resources to accomplish our IT goals. Note: Links to Decision Support Systems.

We recommend ITS finish the SunGard Enrollment Management project that will support the processes of recruiting students, tracking applicants, evaluating applications, and improving yield. ITS Project 10.

We recommend ITS finish the Oracle R12 Upgrade project that will support management of financial and human resources processes. ITS Project 11.

We recommend ITS finish the ePayment Research project that will identify a strategy for implementing web-based electronic payment processing. ITS Project 14.

We recommend ITS finish the Evaluation Code Management Products project that will identify a code management product that will allow ITS to better manage its code development and code maintenance process. ITS Project 15.

We recommend ITS finish the Web Titanium Schedule project that will support the Office of Counseling and Wellness to better record, retrieve, and management confidential client information. ITS Project 18.

We recommend ITS finish the Evaluation Google Apps and Gmail project to determine the benefits and limitations of replacing student email with Gmail and integrating associated Google Apps for Education. ITS Project 20.

Continued

Administrative Systems



Blue Chip Projects

We recommend ITS finish the ITS Homer Workflow project that will enhance communication between Homer users, parents, and students. ITS Project 21.

We recommend ITS finish the Campus Wide Document Management (phase One) project that is the initial phase of a multi-phase initiative to select and implement a campus wide document and form management system. ITS Project 23.

We recommend ITS finish the Judicial Action.net project to support the Office of Judicial Affairs migration of all the data to the new system, Judicial Action, and integrate the new system with other campus systems. ITS Project 30.

We recommend ITS start the Advanced Document Management project that will provide a more reliable document management system, decrease the reliance on paper systems, provide enhanced search and retrieval capabilities, and improve the security of confidential information. ITS Project 34.

We recommend ITS start the AbacusLaw Classic project that will allow the Office of Legal Affairs to evaluate AbacusLaw Classic as a document management solution. ITS Project 35.

Glossary



Assisted service: The end user is able to participate along with given resources for the end result.

Business intelligence: Analysis of business data. BI is the name given to a class of software tools specifically designed to aid analysis of business data. BI tools have traditionally been associated with in-depth analysis of historical transaction data, supplied by either a data warehouse or an online analytical processing (OLAP) server linked to a database system.

Communication Systems: Any device or system that allows for information delivery or dialogue between individuals.

Decision support systems: A decision support system (DSS) is a computer-based information system that supports business or organizational decision-making activities.

eBlast: An Email Blast is an electronic mailing, sent all at once to a large mailing list.

Enterprise application services: Refers to the department within Information Technology Services that is responsible for the design, development and maintenance of campus-wide application software and databases that support or interface with business activities, student services, and specialized systems; for example, Parnassus, Homer, Advance, Business Intelligence, and Blackboard.

Executive master's degree: A degree program tailored specifically for individuals with years of executive experience in their field, usually delivered in special sessions, often off-campus, not congruous with the normal academic calendar

Continued

Glossary



Faculty Commons: is a coordinated organization of existing resources already providing faculty support. It calls on offices and individuals to frame their activities as part of the Faculty Commons and to communicate through a central hub. It recognizes the extensive resources that our faculty possess and attempts to facilitate sharing. Large-scale activities and outside experts are less effective today than interpersonal exchange of resources. Another feature of the Faculty Commons design is that it supplements the basic face-to-face activities with online communication and resources. The advisory group was very clear that the online elements would never be primary. They permit asynchronous engagement, access to resources from anywhere at any time, and acquaintance with colleagues one has not met otherwise.

Full service: The end user has minimal involvement in process to end result. Offering complete service.

Online learning: a delivery method for a course that uses the Internet or other technology to allow students and faculty to be in different locations, either at the same time or asynchronously.

Partnership service: The end user is expected to participate with resources for the end result.

Project Management: The application of knowledge, skills, tools, and techniques to project activities in order to meet the project requirements.

Project Portfolio Management: The centralized management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives.

Unassisted self-service: The end user solely reaches end result without the need of assistance.

Virtualization: Can mean many things in the information technology space. In this plan we define the term as - execution of software in an environment separated from the underlying hardware resources.

Committee Member List



Christine Cestaro, Advancement Services, Institutional Advancement

Lisabeth Chabot, College Librarian, Library

Dennis Charsky, Faculty member, Roy H. Park School of Communications, *Chair

Robert Cree, Assistant Vice President, Business & Finance

Schuyler Duarte, Information Systems Manager, Admissions

Ed Fuller, Associate Vice President for Information Technology Services

Rob Gearhart, Associate Dean, Division of Graduate and Professional Studies

Judith Gonyea, Faculty member, School of Health Sciences and Human Performance

Martha Gray, Director, Institutional Research

Bashar Hanna, Associate Provost, Programs and Initiatives

Kurt Komaromi, Faculty member, School of Business

Matt Lewkowicz, Information Systems Manager, Human Resources

Michael Malpass, Faculty Member, Division of Interdisciplinary and International Studies

Maxwell Mehiman, Student

Kevin Metz, Student

Susanne Morgan, Faculty member, School of Humanities and Sciences

Zach Newswanger, Area Coordinator, Residential Life

Alex Perialas, Faculty member, School of Music

James Pfrehm, Faculty member, School of Humanities and Sciences

Ron Poole, Information Systems Manager, Residential Life

Lori Watkins, Director, Advancement Services

Stacia Zabusky, Assistant Dean, School of Humanities and Sciences

Appendix



Summary of Information Technology and Services Projects

As of June 1st, 2010

Title	Client	Status	Project Summary
These projects are currently in progress.			
1 SAN Upgrade & Migration (Done as 2 projects)	Mike Testa (ITS)	Active	<p>Problem Statement: SAN (storage area network) is architecture that ITS uses to attach remote computer storage devices to servers to increase the file storage capacity of the network. The current SAN switches will reach their end of service life on 6/30/10. The end of service life on the SAN storage devices is 1/31/2011. At the end of service life vendor support will no longer be available.</p> <p>Project Objective: Replace all SAN switches and SAN storage devices prior to their end of service life.</p> <p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. As part of this effort servers and devices in the Ithaca College data center need to be migrated to the new network.</p> <p>Project Objective: Plan and implement the migration of servers and devices so that the existing and new networks run in parallel. This separation will allow for the implementation of the new user access rules and security features into a “clean” environment.</p> <p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. Under the new network architecture access to network assets will be assigned based on group membership, rather than on an individual basis. As a result, each network user and their resources (such as printers) must be assigned to a network group.</p> <p>Project Objective: Develop and execute a strategy to migrate user accounts, user files, and auxiliary equipment from the current network to the new network environment.</p> <p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. Many in the IC community need to have the ability to access files and/or services from off campus.</p> <p>Project Objective: Ensure that the IC user community will have a constant secure to method of accessing the network once the new IT infrastructure is in place.</p>
2 NSRA: Data Center Migration	Mike Taves (ITS)	Active	
3 NSRA: User Migration Planning & Implementation	Mike Taves (ITS)	Active	
4 NSRA: Remote Access	Mike Taves (ITS)	Active	

Title	Client	Status	Project Summary
5 LCMS Upgrade	Dave Weil (ITS)	Active	<p>Problem Statement: Luminis Content Management Suite (LCMS) by Sungard is one of the content management and versioning solutions that IC uses to allow users to create and publish content on the college's websites without the assistance of a web developer. We are currently 3 versions behind the most current version of LCMS. The hardware that LCMS is running on has reached the end of its useful life.</p> <p>Project Objective: Replace the end of life hardware and install the latest version of LCMS.</p> <p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. Currently, IC utilizes a Windows NT 4.0 server that cannot support SSL or other modern encryption mechanisms. Since many of the files that are transported via FTP are very sensitive, a more secure solution is required.</p> <p>Project Objective: Build and deploy a Secure File Server that will operate in the new IT infrastructure.</p>
6 NSRA: Secure File Transfer (sFTP)	Mike Taves (ITS)	Active	<p>Problem Statement: Support for Blackboard 8 is ending as of January 2013. Users are being encouraged to upgrade to Blackboard 9. The new version has major changes to the user interface and the built in tool set. The ability to cross-list classes¹, the question database, and the file manager have either been eliminated or bundled into premium packages so that maintaining the current functions would be more expensive.</p> <p>Project Objective: ITS is proposing that Blackboard be replaced with a "community source" product called Sakai. The objective of the project is to form a Learning Management System Faculty Advisory Committee to accept or reject the Sakai proposal. If the proposal is accepted the project would include an evaluation by a technical group to determine the best implementation strategy.</p> <p>NOTE: The project scope does not include any implementation activities. These would be within a follow up project.</p>
7 Campus Wide LMS Evaluation	Beth Rugg (ITS)	Active (Near Completion)	

Title	Client	Status	Project Summary
8 NSRA: Network Intrusion Protection Systems	Ed Fuller (ITS)	Active	<p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. College and Universities are increasingly targets of cyber attacks. As a result they need to be ever more vigilant in their efforts to protect their information systems.</p> <p>Project Objective: Implement an enterprise-wide Network Intrusion Detection and Prevention (NIDP) system to automate the intrusion detection process by detecting, preventing, and reporting threats in real time.</p> <p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. In order to be proactive about securing IC's network the ITS department would like to implement an ongoing program to challenge the technologies and identify potential areas of vulnerability.</p> <p>Project Objective: Establish a protocol and obtain the necessary tools to implement an ongoing vulnerability assessment program.</p>
9 NSRA: Vulnerability Assessment	Mike Taves (ITS)	Active	<p>Problem Statement: In 2004 the college implemented the SunGuard Banner (Homer) suite of products for student records, financial aid, and student financials. However, the Banner suite is weak in the area of recruitment and retention of new students.</p> <p>SunGuard offers a number of web-based modules to support the processes of recruiting prospective students, tracking applicants, evaluating applications, and improving yield. These modules provide enhanced communication, targeted campaigns, personalized correspondence, and tracking of overall recruitment performance. The college would like to implement these modules.</p> <p>Project Objective: Implement SunGard Enrollment Management Recruiting And Admissions Relationships module and Enrollment Management Recruiting And Admissions Performance module</p>
10 SunGuard Enrollment Management	Ed Fuller (ITS)	Active	<p>Problem Statement: Ithaca College currently uses Oracle (version 11i) to manage it financial and human resource processes. Oracle will be moving to version R12 and sun setting its support for version 11i by the end of 2011.</p> <p>Project Objective: Provide the technical support needed to upgrade from Oracle 11i to Oracle R12.</p>
11 Oracle R12 Upgrade	Mark Caldren (HR)	Active	

12	Title	Client	Status	Project Summary
12	Whalen Classroom Video Capture	Brian Dozoretz & Keith Kaiser (School of Music)	Active (Near Completion)	<p>Problem Statement: This project will create a more permanent and easier way to facilitate recordings and other material in the Whalen School of Music.</p> <p>Project Objective: The objective of this project is to determine the best way to set up “permanent” or “booted down” systems in eleven rooms to capture and record both the audio and video portion of student performances in a digital format.</p> <p>Problem Statement: Ithaca College provides web portals through which students can communicate and form social networks during their pre-enrollment (my Ithaca) through to graduation (myHome). However, after graduation alumni have no such tool available. They are currently connecting through Facebook, LinkedIn, etc.</p>
13	Alumni Community Project	Benjamin Costello (ITS)	Active	<p>Ithaca College has limited staff to interact with alumni. Providing a web portal for alumni will help to strengthen and extend the life of relationships with Ithaca College students as well as enhance their ability to stay in touch with other alumni and the Ithaca College community.</p> <p>Project Objective: The objective to help strengthen and extend the lifecycle of alumni relationships by leveraging the MyHome portal model to create a similar portal for alumni.</p> <p>Problem Statement: Ithaca College needs to provide the public with the capacity to make purchases and remit payments over the web. Having one solution used campus wide would result in a cost savings and less inefficiencies in the reconciliation activities.</p> <p>Project Objective: Identify a strategy for implementing web based electronic payment processing (e.g., credit cards, e-checks) that can be adopted campus wide</p>
14	ePayment Research	Dave Prunty (Campus Center and Events Services) & Carl Segrecci (Finance & Administration)	Active	

Title	Client	Status	Project Summary
15 Evaluate Code Management Products	Dave Weil (ITS)	Active	<p>Problem Statement: ITS does not currently have a tool to assist in the management of code that it is developing and maintaining. Developers are keeping versions of their code in various locations decreasing the number of developers who can access it. There is no capability to track and manage versions of code. It is difficult for developers to identify and be aware of changes to code 'objects' that might be shared between modules.</p> <p>Files that are stored in shared locations are not being checked in and out. When multiple developers have the same code file open simultaneously, the risk that changes one developer makes could get overwritten when the file is saved by another developer increases.</p> <p>This lack of code management capability has been flagged during recent audits.</p> <p>Project Objective: The objective of this project is to identify a code management product that will allow ITS to better manage its code development and maintenance process.</p> <p>Problem Statement: Ithaca College Dining Services currently does not have a system in place to easily and succinctly process payments, and events. Caterase Software will work to alleviate current issues with billing and processing.</p> <p>Project Objective: This software would be utilized by the Catering Director, members of the office of Conference and Event Services, and select members of the Dining Services Office in order to assist with the catering billing process. It would also be used to further assist with the information flow of events and event booking.</p> <p>Problem Statement: In order for Ithaca College to keep provide the most for its students and the community, a host and server must be purchased in order to have the most effective NCUR Conference in 2011.</p> <p>Project Objective: Provide registration and abstract submission support for the 2011 NCUR Conference that Ithaca College is hosting in early April 2011.</p>
16 Caterase	Douglas Leach (Catering and Events)	Active (Near Completion)	<p>Problem Statement: In order for Ithaca College to keep provide the most for its students and the community, a host and server must be purchased in order to have the most effective NCUR Conference in 2011.</p> <p>Project Objective: Provide registration and abstract submission support for the 2011 NCUR Conference that Ithaca College is hosting in early April 2011.</p>
17 NCUR Server	David Weil (ITS)	Active (Near Completion)	<p>Problem Statement: In order for Ithaca College to keep provide the most for its students and the community, a host and server must be purchased in order to have the most effective NCUR Conference in 2011.</p> <p>Project Objective: Provide registration and abstract submission support for the 2011 NCUR Conference that Ithaca College is hosting in early April 2011.</p>

Title	Client	Status	Project Summary
18 Web Titanium Schedule	Estela Santos-Pape (Office of Counselling and Wellness)	Active	<p>Problem Statement: The Office of Counseling and Wellness uses an application called Titanium Schedule to manage the scheduling of appointments. When a client arrives for an appointment there is certain information that the Center is required to collect. Currently clients fill out a paper form, which is left with someone at the reception desk. The Counselling and Wellness Center staff then has to manually enter the information into the Titanium Schedule.</p> <p>The vendor (Titanium Software, Inc.) is now offering a web-based component that will allow clients to enter their own information, which will be stored directly into a database where it can be pulled up for review during the client assessment. Implementing this component will provide a higher level of client privacy by eliminating the need for staff to have access to client information while they are entering it into the system.</p> <p>Project Objective: Install and configure the required IIS web server, install and configure the web Titanium component, and connect workstations to the system.</p> <p>Problem Statement: The Ithaca College community has become increasingly reliant on web related services. The demand for web content, web based tools and departmentally controlled web spaces is growing rapidly. The current web environment was not designed to optimally support current and future demands</p> <p>Project Objective: Replace the existing web environment with one that is designed to provide development and testing areas, load balancing, reduces the impact of system failures, supports current web technologies, is scalable and fits into the new IC network architecture.</p> <p>Problem Statement: Ithaca College's Mirapoint email application limits students to 75 MB (150 MB, by request) worth of storage, while GMAIL offers 2 GB worth of storage per account. GMAIL also includes free web applications such as Google Sites, Google Docs, Calendar and Chat which can each provide a valuable service to students. IC currently doesn't support the growing need for student calendaring, online collaborative space, and document sharing. Many other schools are going this route and research is needed to help IC make an informed decision on whether or not to pursue this service.</p> <p>Project Objective: The overall goal of this project is to produce a report which summarizes research on replacing student email with GMAIL and integrating the associated Google Apps for Education.</p>
19 New Web Environment	David Weil (ITS)	Active	
20 Evaluate Google Apps & Gmail	Mike Taves (ITS)	Active	

Title	Client	Status	Project Summary
21 ITS Homer Workflow	Brian Scholten (Registrar)	Active	<p>Problem Statement: There are many areas across campus where a workflow tool could significantly enhance communication, provide efficiencies, and increase responsiveness to the needs of students and parents.</p> <p>Project Objective: The objective of this project is to support the Homer community in the process of selecting and implementing a workflow tool so that it would be available to authorized users of Homer. This project is a sub-project of the overall Homer Workflow project and represents the IT components of that project</p> <p>Problem Statement: Ithaca College does not currently provide content through its website that is formatted specifically for viewing via mobile devices. As a result, it can be difficult to navigate and access information from the College's website when using a mobile device.</p> <p>Project Objective: The objective of this project is to create a mobile web presence for Ithaca College that is suitable for viewing on mobile web browsers.</p> <p>Problem Statement: There are many paper-based business processes across campus that could be automated and improved through the use of a document management system. In addition to increased efficiencies, the deployment of a document management system could decrease the amount of printing done campus wide.</p> <p>Project Objective: This is the first phase of a multi-phased initiative to select and implement a document and form management system that could be deployed campus wide. The objective of this phase of the project is to identify and retain a consultant to assist us in an analysis of the College's current business processes and document management needs.</p>
22 IC Mobile Website	Dave Weil (ITS)	Active	<p>Problem Statement: There are many paper-based business processes across campus that could be automated and improved through the use of a document management system. In addition to increased efficiencies, the deployment of a document management system could decrease the amount of printing done campus wide.</p> <p>Project Objective: This is the first phase of a multi-phased initiative to select and implement a document and form management system that could be deployed campus wide. The objective of this phase of the project is to identify and retain a consultant to assist us in an analysis of the College's current business processes and document management needs.</p>
23 Campus Wide Document Management (Phase One)	Dave Weil (ITS)	Active	<p>Problem Statement: There are many paper-based business processes across campus that could be automated and improved through the use of a document management system. In addition to increased efficiencies, the deployment of a document management system could decrease the amount of printing done campus wide.</p> <p>Project Objective: This is the first phase of a multi-phased initiative to select and implement a document and form management system that could be deployed campus wide. The objective of this phase of the project is to identify and retain a consultant to assist us in an analysis of the College's current business processes and document management needs.</p>

Title	Client	Status	Project Summary
24 Streaming Video Server	Mike Taves (ITS)	Active	<p>Problem Statement: There are a number of areas within Ithaca College that would benefit from the capability to capture, store, and serve streaming video and audio (either stored or live). Such a capability would support teaching, recruiting, marketing and general communication.</p> <p>Project Objective: The objective of this project is to identify and implement a video/audio delivery solution that would be available to faculty and staff in multiple departments. The solution would provide the ability to stream live as well as capture, store, and feed on demand.</p>
On Hold	These projects have been started but work on them has been temporarily suspended.		<p>Problem Statement: Public printing is currently available throughout campus. By policy, users have been asked to limit printing to one final copy of their documents but, since that policy is not enforced by technology, it is nearly impossible to enforce. There are no limitations on the amount of printing that faculty, staff and students can do. As a result, printing costs (paper, toner) for departments are spiraling out of control.</p>
25 Bringing Print Management to Campus	Mike Taves (ITS)	On Hold	<p>The public print areas (Library and ITS Public labs) see much waste. Many print jobs are never picked up by users and are subsequently recycled. As the college has become more invested in being an energy neutral environment, the lack of ability to keep this waste from happening is becoming more urgent.</p> <p>Project Objective: Identify and deploy a turnkey solution for public printing on campus. The solution must be able to manage public access printing to a variety of existing devices (printers and copiers).</p>

Title	Client	Status	Project Summary
26 NSRA: Identity Management	Ed Fuller (ITS)	On Hold	<p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. Over the years policies and methods for authentication to IC information resources has been established without an over arching strategy. As a result users are required to remember multiple login information. Some systems require that the login information has sufficiently strong characteristics, while other systems do not.</p> <p>Project Objective: Unify all the policies and procedures currently used for Identity and Access Management at IC. This project would bring together all methods currently in use at the college to identify users, staff and guests and control their access on campus networks and to various college computer resources.</p> <p>Problem Statement: There is currently no overarching strategy for integrating the use of virtualization into the ITS technology portfolio. Virtualization could potentially help reduce the number of servers that need to be purchased, run, and maintained.</p> <p>Project Objective: The objective of this project is to increase the department's knowledge of virtualization to a level where a recommendation as to whether or not virtualization is appropriate for ITS can be made.</p>
27 Virtualization Strategic Assessment	Dave Weil (ITS)	On Hold	<p>Problem Statement: This is one project in a program of NSRA projects, which are being undertaken to update the IT core network and provide a higher level of security. Post installation changes to technology are extremely common. ITS needs the capabilities to track these changes and determine exactly what state the technologies are (or should be).</p> <p>Project Objective: Develop and implement a database to track and report on the "current state" of technologies.</p>
28 NSRA: Configuration Management DB	Mike Taves (ITS)	On Hold	<p>Problem Statement: Currently there are no supported campus-wide tools in placed to be used for training and documentation. The tools that were available through Oracle were considered cumbersome and not user friendly. In 2009 a project was undertaken to identify tools that would be appropriate to replace the Oracle tools. This project is a follow up to the earlier project.</p> <p>Project Objective: Install the solutions that were identified in the previous project. Develop a plan for managing any associated software licenses.</p>
29 Campus Training/ Documentation Implementation	Vanessa Brown (Financial Services)	On Hold	

Title	Client	Status	Project Summary
30 Judicial Action.Net	Michael Leary (Judicial Affairs)	On Hold	<p>Problem Statement: The Office of Judicial Affairs uses an application called 'Judicial Action' to manage campus Judicial cases. The vendor is replacing 'Judicial Action' with a web-based solution and is sun setting its support of 'Judicial Action'.</p> <p>Project Objective: The Office a non-hosted version of Judicial Action.Net., migrate all the data from the current system, and integrate with other systems on campus as appropriate.</p> <p>Problem Statement: The rules for allowing access between a "Secure Workstation" and a "Secure Server" have been established as part of the NSRA program. Having these Secure Workstations available is a prerequisite to migrating users to the new network. ITS has never implemented such an access protocol and needs to get up to speed on how to make it happen.</p> <p>Project Objective: <u>Phase One:</u> Identify the best approach to providing the appropriate users with "Secure Workstations" (PC and Mac) that will allow them to access servers within secure zones. <u>Phase Two:</u> Implement the solution identified in the first phase.</p>
31 NSRA: Secure Workstations	Ed Fuller (ITS)	On Hold	<p>Problem Statement: The Whalen School of music has no concrete way of saving important files. Saving this data is essential to the preservation of Ithaca College's legacy.</p> <p>Project Objective: The objective of this project is to create a mechanism for off-site archival of Whalen Audio Data.</p> <p>Problem Statement: When music performers and faculty would like to create a program for their performances they submit the information to an administrative assistant who formats the program. The Music School would like to automate this process. They have identified a software developer who will create a customized program that will allow performers to enter their information on a web form. When the information is submitted the application running on the web server will return a formatted program.</p> <p>Project Objective: Set up and configure a server that can host the custom made application.</p>
These projects will be started pending resource availability.			
32 Whalen Audio Backup	Brian Dozoretz (School of Music)	Pending	<p>Problem Statement: The Whalen School of music has no concrete way of saving important files. Saving this data is essential to the preservation of Ithaca College's legacy.</p> <p>Project Objective: The objective of this project is to create a mechanism for off-site archival of Whalen Audio Data.</p> <p>Problem Statement: When music performers and faculty would like to create a program for their performances they submit the information to an administrative assistant who formats the program. The Music School would like to automate this process. They have identified a software developer who will create a customized program that will allow performers to enter their information on a web form. When the information is submitted the application running on the web server will return a formatted program.</p> <p>Project Objective: Set up and configure a server that can host the custom made application.</p>
33 Concert Program Sever	Erik Kibelsbeck (School of Music)	Pending	<p>Problem Statement: The Whalen School of music has no concrete way of saving important files. Saving this data is essential to the preservation of Ithaca College's legacy.</p> <p>Project Objective: The objective of this project is to create a mechanism for off-site archival of Whalen Audio Data.</p> <p>Problem Statement: When music performers and faculty would like to create a program for their performances they submit the information to an administrative assistant who formats the program. The Music School would like to automate this process. They have identified a software developer who will create a customized program that will allow performers to enter their information on a web form. When the information is submitted the application running on the web server will return a formatted program.</p> <p>Project Objective: Set up and configure a server that can host the custom made application.</p>

Title	Client	Status	Project Summary
34 Advance Document Management	Lori Watkins (Institutional Advancement)	Pending	<p>Problem Statement: Institutional Advancement needs a reliable method for storing and archiving key documents digitally. Critical documents such as those related to gift and pledge agreements required by auditors are currently kept in paper form. These require physical storage space and are vulnerable to physical loss. Locating documents is labor intensive and inefficient; requiring staff to sift through paper files.</p> <p>Project Objective: The objective of this project is to implement the Advance Document Management component of SunGard Higher Education's Advance system.</p> <ol style="list-style-type: none"> 1. To provide a more reliable document management system 2. To decrease waste associated with paper documents systems 3. To provide enhanced search and document retrieval capabilities which are easily accessible 4. To increase the security and protection of sensitive information. <p>Problem Statement: The Office of Legal Affairs currently stores documents, correspondence and other data pertaining to litigation, complaints, and other matters in physical files. E-mails are either saved in individual e-mail accounts (limiting access to them) or are printed and filed. This situation makes it cumbersome for individuals within the division to share documentation and work collaboratively on the same case. Retrieving information is time consuming. Documents that are being used by one person are unavailable to others. It is not an environmentally considerate situation.</p> <p>Project Objective: The objective of this project is to install Abacuslaw Classic (http://www.abacuslaw.com) on a dedicated server so that the Office of Legal Affairs can evaluate its suitability for addressing their document management needs.</p>
35 Abacuslaw Classic	Traevana Byrd (Office of Legal Affairs)	Pending	

Title	Client	Status	Project Summary
36 College Website Rebranding	Dave Weil (ITS)	Pending	<p>Problem Statement: The College is contracting with a third-party consulting firm to develop new brand identity. The new brand will include a new visual identity, as well as other materials to aid in marketing the College. As the web is among the most important interfaces we have to our various constituents, it is critical that the new visual identity be applied to the College's public website as part of the brand launch.</p> <p>Project Objective: The project aims to apply the new visual brand identity to all Ithaca College web pages that use the current identity. The product of this new brand application will be a key component of the College's recruitment strategy.</p> <p>Problem Statement: There are a number of areas where a workflow tool could significantly enhance communication, provide efficiencies, and increase responsiveness to the needs of students and parents. Examples include processing and tracking of incomplete grades as well as changing grades.</p> <p>Project Objective: The objective of this project is to provide technological support to the Homer community during the process of selecting and implementing a workflow tool so that it would be available to authorized users of Homer. This project is a sub-project of the overall Homer Workflow project and represents the IT components of that project.</p>
37 ITS Homer Workflow	Brian Scholten (Registrar)	Pending	

(Footnotes)

1 Cross listing allows faculty to set the system up so that multiple sections of a course are displayed on one page.