

## Information Technology Strategic Plan 2025 - 2029

Information Technology Services (ITS) supports the College of Staten Island community in the use of technologies that will enhance and strengthen the teaching and learning process to foster student success, enhance support services, and provide for effective administrative systems. ITS supports current technology at CSI and plans for and implements the evolution of future technology.

### Information Technology Services

---

#### Application and Web Development

This area supports the community by developing applications for both Academic and Administrative departments and developing and maintaining an ADA-compliant college website.



#### Classroom Labs and Smart Classrooms

Information technology supports all technology in classroom labs and smart classrooms to facilitate excellence in teaching and learning for students and faculty. These classrooms are equipped with technology and software that are maintained regularly following a lifecycle replacement strategy and supporting faculty requests to advance their learning environment.

#### Collaborative Technology (CT)

The CT group supports Microsoft Exchange, the College's email for faculty and staff. Through a CUNY-wide partnership with Microsoft, students have access to email using Office365. The CT team also manages accounts for computer logins. Telecommunications is part of CT as well, managing the campus-wide telephone systems.

#### Helpdesk

The HelpDesk acts as a central point of contact for all technical support issues, including hardware and software questions, consulting, installations, networking, and troubleshooting. The HelpDesk serves as CSI's first line of defense to address technology problems, questions, and concerns.

#### Media Services

Media Services provides a wide range of services, including Smart Classroom and traditional audio-visual support, video conferencing, digital video, and still image production.

#### Networking

The Networking Services group provides the college community with a reliable, secure, and efficient network. It provides network connectivity to more than 15,000 users using a wide range of computing devices utilizing wired and wireless connectivity.

#### Security

Information Technology Services ensures strict security protocols and conforms to CUNY guidelines. A security policy is necessary to maintain a protected network and prevent malicious attacks against software and hardware connected to CSI's network.

#### Training and Operations

The College community receives training on supported technologies through various training methods, including Virtual and In-Person training. New Technology implementations require training and documentation. [STF budget?](#)

## Developing the Plan

---

The Information Technology Services leadership team, together with the Information Technology Advisory Council (ITAC), developed the Information Technology Strategic Plan (ITSP) for 2025-2029. In addition, the College's Strategic Plan (1) was incorporated into the ITSP, and data was received from the Educause Horizon Reports: Teaching and Learning and Cybersecurity (2.3) and Gartner (4). Finally, survey data received from the College community regarding cyber security (5) and AI (6) provided insight into the development of the ITSP.

### Information Technology Trends in Higher Education

This plan will address key priorities for CSI's use of technology over the next four years. Thus, it is important for the College to understand significant trends in higher education's use of information technologies and anticipate how to make purposeful and timely decisions to capitalize on these trends. Information Technology Services leverages Educause and Gartner to provide insights on these trends and strategies.

### Educause

[2025 EDUCAUSE Top 10: Restoring Trust | EDUCAUSE Review](#)

#### 2025 EDUCAUSE Top 10

- #1. **The Data-Empowered Institution:** Using data, analytics, and AI to increase student success, win the enrollment race, increase research funding, and reduce inefficiencies
- #2. **Administrative Simplification:** Streamlining and modernizing processes, data, and technologies
- #3. **Smoothing the Student Journey:** Using technology and data to improve and personalize student services
- #4. **A Matter of Trust:** Advancing institutional strategies to safeguard privacy and secure institutional data
- #5. **The CIO Challenge:** Leading digital strategy and operations in an era of frequent leadership transitions, resource limitations, societal unrest, and rapid technology advancements
- #6. **Institutional Resilience:** Contributing to institutional efforts to prepare for and address a growing number and range of risks
- #7. **Faster, Better, AND Cheaper:** Using technology to personalize services, automate work, and increase agility
- #8. **Putting People First:** Helping staff adapt, upskill, and thrive in an era of rapid change and ongoing digital advancements
- #9. **Taming the Digital Jungle:** Updating and unifying digital infrastructure and governance to increase institutional efficiency and effectiveness
- #10. (tie) **Building Bridges, Not Walls:** Increasing digital access for students while also safeguarding their privacy and data protection
- #10. (tie) **Supportable, Sustainable, and Affordable:** Developing an institutional strategy for new technology investments, pilots, policies, and

Source: [2025 EDUCAUSE Top 10: Restoring Trust | EDUCAUSE Review](#)



Source: [Technology for Trends 2025: Gartner Top 10 Strategic Technology Trends](#)

## Values

The goals and objectives of the Information Technology Strategic Plan were developed using the **4M Principle** to **Maximize** strengths, **Minimize** weaknesses, **Multiply** opportunities, and **Mitigate** threats/risks.

## Vision

Information Technology **STRIVES** to provide services to support the **Success** of the community we serve, foster the effective use of **Technology**, and ensure that services offered are **Resourceful, Innovative, Visionary**, and **Empowering**.

# Information Technology Strategic Plan 2025 – 2029

---

## Goal 1: Security

Provide an infrastructure that is sustainable and allows for future growth.

### Objectives

1. Provide technology solutions that support teaching and learning in a safe and secure environment.
2. Leverage technology to reduce the risk of cybersecurity threats that impact the teaching and learning environment.
3. Provide awareness to influence conscious decisions that impact the College's operations.
4. Continue to promote Business Continuity Disaster Recovery processes.

## Goal 2: Teaching and Learning

Optimize technology to support teaching and learning in higher education.

### Objectives

1. Leverage technology to enhance teaching and learning to improve public perception of higher education.
2. Address environmental and social challenges by implementing technology that allows for easy access to course materials.
3. Perform data analytics using reporting tools to advance technology solutions.
4. Increase awareness and utilize technology to comply with ADA standards in order to meet the diverse needs of faculty, staff, and students.

## Goal 3: Infrastructure

Committed to using state-of-the-art technology that empowers teaching, learning, and research.

### Objectives

1. Provide an environment to support growth and innovation.
2. Enforce training initiatives for the college community that will encourage the adoption of technology to enable greater efficiencies.
3. Evaluate AI implications and implement solutions to enhance pedagogy, administrative, and student experiences.
4. Implement solutions to enhance operational efficiencies addressing business functions.

## Goal 4: Reliable & Sustainable Technology Framework

Provide recommendations and solutions that will support a reliable and sustainable infrastructure for the current environment, as well as plan for future growth.

### Objectives

1. Provide resources and a sustainable technology framework that will support faculty research and engaging learning environments both on campus and in distance education.
2. Collaborate with College administration and academic areas, identifying processes that leverage technology to streamline operations where applicable.
3. Leverage hosted solutions where feasible (CUNY; SaaS)
4. Ensure services are available and proper backup procedures are being followed.

### Assessment and Next Steps

---

An important culmination of this process is communicating the plan to the College community. This will ensure that the vision for technology use is shared among all of the constituencies served. Future communication on changes and progress on the plan will also be conveyed on a continuing and timely basis. This plan will continue to evolve and align with the [College's vision and mission](#).

It is important to establish a mechanism for overseeing the implementation of strategic and tactical technology plans, as each of the objectives requires an owner who will be responsible for moving the individual objective forward. Furthermore, it is imperative that the plan be considered holistically. A review of all objectives, regardless of the goals they are intended to support, reveals patterns and identifies common activities that can be leveraged in support of these goals.

**This plan should serve as a basis for the annual work plan process which outlines tactical action items that align with the goals and objectives.** Additionally, as some goals are dependent on funding, the ITSP will feed into the budgeting process for technology for the coming three years. The implementation grid will be used to manage the progress of achieving the objectives outlined in the ITSP.

## Implementation Grid Sample

<b>Goal 1: Security</b>							
<b>Provide an infrastructure that is sustainable and allows for future growth.</b>							
1.1 Provide technology solutions that support teaching and learning in a safe and secure environment							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
1.1A							
1.1B							
1.1C							
1.2 Leverage technology to reduce the risk of cybersecurity threats that impact the teaching and learning environment							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
1.2A							
1.2B							
1.2C							
1.3 Provide awareness to influence conscious decisions that impact the College's operations							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
1.3A							
1.3B							
1.3C							
1.4 Continue to promote Business Continuity Disaster Recovery processes							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
1.4A							
1.4B							
1.4C							
<b>Goal 2: Teaching and Learning</b>							
<b>Optimize technology to support teaching and learning in higher education</b>							
2.1 Leverage technology to enhance teaching and learning to improve public perception of higher education							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
2.1A							
2.1B							
2.1C							

2.2 Address environmental and social challenges by implementing technology that allows for easy access to course materials

Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
2.2A							
2.2B							
2.2C							

2.3 Perform data analytics using reporting tools to advance technology solutions

Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
2.3A							
2.3B							
2.3C							

2.4 Increase awareness and utilize technology to comply with ADA standards to meet the diverse needs of faculty, staff, and students

Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
2.4A							
2.4B							
2.4C							

**Goal 3: Infrastructure**  
Committed to the use of state-of-the-art technology that empowers teaching, learning, and research.

3.1 Provide an environment to support growth and innovation

Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
3.1A							
3.1B							
3.1C							

3.2 Enforce training initiatives for the college community that will encourage adoption of technology to enable greater efficiencies

Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
3.2A							
3.2B							
3.2C							

3.3 Evaluate AI implications and implement solutions to enhance pedagogy, administrative, and student experiences

Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
3.3A							
3.3B							
3.3C							

3.4 Implement solutions to enhance operational efficiencies addressing business functions							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
3.4A							
3.4B							
3.4C							
<b>Goal 4: Reliable &amp; Sustainable Technology Framework</b>							
<b>Provide recommendations and solutions that will support a reliable and sustainable infrastructure for the current environment as well as plan for future growth.</b>							
4.1 Provide resources and a sustainable technology framework that will support faculty research and engaging learning environments both on campus and in distance education							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
4.1A							
4.1B							
4.1C							
4.2 Collaborate with College administration and academic areas identifying processes that leverage technology to streamline processes where applicable							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
4.2A							
4.2B							
4.2C							
4.3 Leverage hosted solutions where feasible (CUNY; SaaS)							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
4.3A							
4.3B							
4.3C							
4.4 Ensure services are available and proper backup procedures are being followed							
Action/Activity	Priority Level	Responsible Person/Group	Resources	Start Date	Completion Date	Status	Comments
4.4A							
4.4B							
4.4C							



## SWOT Analysis

### Strengths

1. **Comprehensive Security Measures:** Strong focus on cybersecurity and disaster recovery ensures a safe and secure environment for teaching and learning.
2. **Commitment to Innovation:** Emphasis on state-of-the-art technology and AI solutions to enhance pedagogy and operational efficiencies.
3. **Support for Teaching and Learning:** Leveraging technology to improve public perception and address environmental and social challenges.
4. **Sustainable Infrastructure:** Plans for a reliable and sustainable technology framework that supports both current and future needs.

### Weaknesses

1. **Resource Allocation:** Implementing and maintaining advanced technology solutions may require significant financial and human resources.
2. **Training and Adoption:** Ensuring the college community is adequately trained and willing to adopt new technologies can be challenging.
3. **Dependence on Hosted Solutions:** Reliance on external hosted solutions (e.g., CUNY, SaaS) may pose risks related to service availability and data security.

### Opportunities

1. **Enhanced Learning Experiences:** Utilizing technology to create engaging and accessible learning environments, both on-campus and online.
2. **Data-Driven Decision Making:** Performing data analytics to advance technology solutions and improve operational efficiencies.
3. **Compliance with ADA Standards:** Increasing awareness and utilizing technology to meet the diverse needs of faculty, staff, and students.
4. **Collaboration and Streamlining:** Collaborating with administration and academic areas to streamline processes and leverage technology effectively.

### Threats

1. **Cybersecurity Risks:** Constantly evolving cybersecurity threats that could impact the teaching and learning environment.
2. **Technological Obsolescence:** Rapid advancements in technology may render current solutions obsolete, requiring continuous updates and investments.
3. **Regulatory Compliance:** Ensuring compliance with various regulations and standards, such as ADA, can be complex and resource intensive.
4. **Service Disruptions:** Potential disruptions in hosted solutions or backup procedures could impact the

## Resources

1. CSI Strategic Plan
2. Educause
  - a. [2024 EDUCAUSE Horizon Report: Teaching and Learning Edition:](#)
  - b. [Educause Horizon Report: Sustainability Pressures Lead to Increased Cybersecurity Risks -- Campus Technology; 2024 EDUCAUSE Horizon Report | Cybersecurity and Privacy Edition | EDUCAUSE Library](#)
3. Gartner: [Technology for Trends 2025: Gartner Top 10 Strategic Technology Trends](#)
4. Cyber Security Survey
5. Campus Works
  - a. <https://www.campusworksinc.com/your-institutions-ai-enabled-future/>
  - b. <https://www.campusworksinc.com/managing-the-risks-and-rewards-of-ai-in-colleges-and-universities/>