SUNY Ulster

Ulster County Community College

SUNGARD HIGHER EDUCATION

Technology Strategic Plan
2012 - 2014

May 20, 2011

Table of Contents

Introduction

A strategic technology plan provides executives and administrators a strategic roadmap within the context of changing internal and external environmental conditions. The strategic technology plan also sets the philosophy and direction for the use of technology within the institutional context, taking into account the institutional strategic plan as well as the cultural dynamics of the institution. Current economic conditions at SUNY Ulster County Community College and in higher education in general, require thorough evaluation, careful scrutiny and realistic prioritization of resource allocations. In developing this technology strategic plan SUNY Ulster has taken a big step toward ensuring maximum return on technology investments, while delivering improved services to more constituents as opposed to a targeted few.

SUNY Ulster County Community College began the process to develop a comprehensive technology strategic plan in February 2011. This technology strategic plan is closely aligned with the SUNY Ulster Institutional Strategic Plan 2010 – 2014, approved by the Board of Trustees in September 2010. The development of this technology strategic plan involved key stakeholders from most functional areas of the college and seeks to provide direct support and alignment to the achievement of the institution's strategic goals.

By strategically leveraging the college's technology pursuits, business processes may be streamlined across business areas within the college whereby improving the quality of student services and support of the institution's educational endeavors. Improvements to data quality and the accurate capture of critical data can mean marked improvement to data consistency and reporting. In turn, these improvements will afford data and measurements to better guide planning, assessment, and decision-making at both the OIT and institutional levels.

Currently SUNY Ulster is well positioned to further expand its community and business partnerships. Use of technology resources to better support these partnerships will demonstrate and reaffirm SUNY Ulster's commitment to the community.

The SUNY Ulster County Community College Technology Strategic Plan

This Technology Strategic Plan describes SUNY Ulster's direction for technology through the adoption of the following seven goals. The goals are designed to move the institution toward its future vision for technology. The planning process used to achieve the development of these goals focused attention on how technology can and should be used to further the SUNY Ulster mission.

SUNY Ulster Technology Mission - To provide access, training, support and guidance with leveraging technology to fulfill the college mission.

SUNY Ulster Technology Vision - SUNY Ulster is a leader in providing responsive and innovative technology and services supporting the success of a diverse, global community.

SUNY Ulster's technology vision will be realized by achieving the following seven strategic goals.

1. Showcase SUNY Ulster as a technology leader and innovator.

2. Leverage technology to expand SUNY Ulster's accessibility and affordability to the community.

3. Reallocation of resources based upon analysis of student needs and input by all stakeholders.

4. Support ongoing communication and collaboration regarding emerging educational technology and trends.

5. Maximize technology investments by seeking affordable, sustainable, lasting solutions that produce actual value.

6. Provide consistent campus wide training.

7. Optimize college resources by automating our business processes to achieve full Banner integration and application functionality.

Executive Summary

The State University of New York (SUNY) is known for its quality education and innovation. As a part of that system, SUNY Ulster County Community College prepares students with an outstanding educational value regardless whether the desired outcome is an associate's degree or transferring to another institution to complete a bachelor's degree. The college provides exceptional learning opportunities primarily to the residents of Ulster County and the Hudson Valley area. This technology strategic plan is intended to provide SUNY Ulster with a vision and roadmap for enhancing technology services while supporting SUNY Ulster's strategic vision to be a student-centered community college providing innovation and excellence in learning. SUNY Ulster's technology services are dedicated to supporting the College's commitment to serve the community as a center of cultural activity, educational pursuit, and economic development partnership.

SUNY Ulster County Community College's technology strategic plan articulates the institution's technology strategic direction for fiscal years 2012 through 2015. Information and academic technology is an integral part of teaching, learning, and daily operations at SUNY Ulster. The technology strategic plan is intended to provide tactical technology objectives in alignment with the institution's strategic goals. The Technology Strategic Plan provides SUNY Ulster County Community College's executives, administrators, and staff with a strategic means to determine an equitable and effective manner is which technology resources are utilized for the greatest benefit of the institution and experienced by the largest number of constituents.

SUNY Ulster County Community College's Technology Strategic Planning Team (Appendix A) developed the elements within this plan during a series of facilitated technology strategic planning sessions. The strategic and tactical planning processes (Appendix B) were conducted over two, one week onsite engagements and one week of remote meetings via web conferencing. The strategic planning team analyzed internal and external environmental conditions in higher education through a variety of techniques which included interactive discussions and a variety of group exercises.

About SUNY Ulster County Community College

SUNY Ulster County Community College was first accredited by the Middle States Commission on Higher Education in1971. Annually, SUNY Ulster County Community College serves over 11,000 credit and non-credit students. In addition to meeting the educational needs of local residents, SUNY Ulster also contributes to Ulster County's economic development and addresses training needs of local businesses.

SUNY Ulster County Community College Mission and Vision

Mission: SUNY Ulster is a vibrant community of learners distinguished by academic excellence, collaboration, innovation, service, and responsible use of resources.
As a public, comprehensive two-year institution dedicated to providing affordable, accessible education, we work within a rapidly changing environment to:

- Prepare students for success in college and in the workforce,
- Prepare students for transfer to four-year institutions,
- Provide enrichment and lifelong learning opportunities,
- Augment learning through the integration and application of emerging technologies,
- Prepare students, including international students, to live and work in a global society,
- Play an active role in economic development,
- Partner with local, state, national and international community, educational and cultural organizations,
- Lead regional efforts in sustainability, and
- Enhance the quality of life for residents of Ulster County.

Vision: SUNY Ulster, a student-centered community college providing innovation and excellence in learning, is committed to be an educational and cultural beacon and economic development partner for the community.

Institutional Strategic Goals

SUNY Ulster's Institutional Strategic Plan includes six Strategic Goals that will guide the college in achieving its core mission of teaching, learning and student preparation through the year 2014.

- Provide a high quality educational experience for all students through the college's programs and course offerings.
- Optimize levels of student success by cultivating a learning centered environment.
- Be a leader in sustainability education and a model of sustainability practice.
- Be a high-performing, cohesive and collaborative college community in all operations.
- Cultivate and effectively leverage diverse resources in support of the college's mission.
- Provide leadership in the economic development, civic engagement and enhancement of life in our local, regional and global communities.

The Role of Technology at SUNY Ulster

SUNY Ulster County Community College encompasses a diverse set of technologies in its technical portfolio each with a critical role to actively support the institution's mission and achievement of its vision. It is widely understood and supported that both academic and information technology realize great value from a technology strategic plan. Accordingly, the plan must drive technical solutions and services to leverage existing technology investments and to identify potential strategic investments in emerging technologies. These solutions and potential investments must further align with the Strategic Goals of the institution during the lifecycle of this plan.

Technology Strategic Planning Context

Higher Education Trends, Economic Climate, Challenges, and Opportunities.

The technology strategic planning context utilized a combination of planning methodologies and elements including trends in higher education, economic climate, institutional opportunities as well as institutional challenges both internal and external. The discussion of trends in higher education focused on three core areas in higher education: student trends both nationally and locally, technology trends current and emerging, and institutional trends both current and future. In addition, the planning context included economic conditions, locally and in surrounding areas, facing community members, current students, and potential students. Finally, the planning activities identified challenges and opportunities unique to higher education and specifically to SUNY Ulster County Community College. Planning assumptions were also identified.

SUNY Ulster continues to focus on improving the effectiveness and efficiency of all college functions in the midst of an economic downturn and reduction in funding. Therefore, SUNY Ulster's technology strategic plan is a strategic and essential component of the college's desire to provide more comprehensive services, enable data-driven decision making for continuous improvement across the institution, while fostering a culture that aligns with the strategic direction of the college. SUNY Ulster County Community College will continue to strive for excellence in higher education to maintain a competitive advantage over other similarly situated public institutions and to cultivate its global community.

Technology Mission, Vision, and Values

Technology Mission

To provide access, training, support and guidance with leveraging technology to fulfill the college mission.

Technology Vision

SUNY Ulster is a leader in providing responsive and innovative technology and services supporting the success of a diverse, global community.

Technology Values

- *Secure*

- *Ethical*

- *Freedom of access*

- *Reliable*

- *Current*

- *Cost effective*

- *Innovative*

- *Creative*

- *Communication*

- *Institutional Success*

- *Training*

- *Collaboration*

Technology Goals

The SUNY Ulster County Community College technology vision will be realized by achieving the following seven strategic goals.

1. **Showcase SUNY Ulster as a technology leader and innovator.**

2. **Leverage technology to expand SUNY Ulster's accessibility and affordability to the community.**

3. **Reallocation of resources based upon analysis of student needs and input by all stakeholders.**

4. **Support ongoing communication and collaboration regarding emerging educational technology and trends.**

5. **Maximize technology investments by seeking affordable, sustainable, lasting solutions that produce actual value.**

6. **Provide consistent campus wide training.**

7. **Optimize college resources by automating our business processes to achieve full Banner integration and application functionality.**

Strategic Alignment

Aligning the Technology Strategic Goals with SUNY Ulster County Community College's institutional strategic goals is an essential component of the technology strategic planning process. The current strategic institutional goals serve as the foundation upon which the technology strategic plan was developed.

The prescribed technology strategic planning process requires annual review of OIT's progress toward achievement of the stated goals and objectives. Because SUNY Ulster's Technology Strategic Plan is designed to be a living document, adaptable to the continuously changing higher education environment, the annual review of the plan also serves as a tracking mechanism for potential plan adjustments based upon institutional or external factors. Though the annual review process is part of the formal technology strategic planning methodology, more frequent consideration of the plan is strongly encouraged.

Technology Goal Alignment Grid

This grid illustrates the specific alignment of the seven Technology Strategic Goals with SUNY Ulster's current Institutional Strategic Goals. The placement of an "X" in the table identifies where the Technology Goal supports an Institutional Strategic Goal.

Institutional Strategic Goals → / Technology Strategic Goals ↓	Provide a high quality educational experience for all students through the college's programs and course offerings.	Optimize levels of student success by cultivating a learning centered environment.	Be a leader in sustainability education and a model of sustainability practice.	Be a high-performing, cohesive and collaborative college community in all operations.	Cultivate and effectively leverage diverse resources in support of the college's mission.	Provide leadership in the economic development, civic engagement and enhancement of life in our local, regional and global communities.
1. Showcase SUNY Ulster as a technology leader and innovator.	X	X	X	X	X	X
2. Leverage technology to expand SUNY Ulster's accessibility and affordability to the community.	X	X	X	X	X	X
3. Reallocation of resources based upon analysis of student needs and input by all stakeholders.	X	X			X	
4. Support ongoing communication and collaboration regarding emerging educational technology and trends.				X		

Institutional Strategic Goals → **Technology Strategic Goals** ↓	Provide a high quality educational experience for all students through the college's programs and course offerings.	Optimize levels of student success by cultivating a learning centered environment.	Be a leader in sustainability education and a model of sustainability practice.	Be a high-performing, cohesive and collaborative college community in all operations.	Cultivate and effectively leverage diverse resources in support of the college's mission.	Provide leadership in the economic development, civic engagement and enhancement of life in our local, regional and global communities.
5. Maximize technology investments by seeking affordable, sustainable, lasting solutions that produce actual value.				X	X	
6. Provide consistent campus wide training.				X	X	
7. Optimize college resources by automating our business processes to achieve full Banner integration and application functionality.			X	X	X	

Implementing the Technology Strategic Plan

The following Technology Strategic Plan Implementation Grids contain information to assist academic departments, business offices, and OIT in achieving their goals and ultimately realizing their vision. Institutional departments and business functions will develop tactical and actionable plans that are aligned with this technology strategic plan to ensure the realization of each goal.

The following elements are included in the Implementation Grid

- **Goals** include the seven technology goals set by this plan for 2012-2014.

- **Key Performance Indicators** identify completion characteristics or milestones of progress for each goal.

- **Objectives** associated with each goal identify implementation actions.

- **Dependencies** are those events or environments that must take place or be in existence before implementation of a particular objective can begin.

- **Responsible Party** identifies the individual, department, or group that has responsibility for each of the objectives. Typically it will be the responsibility of these individuals or groups to develop the annual tactical work plans and appropriate budget requests for each of the assigned objectives as well as project plans. Where multiple owners are listed, the first individual or group listed has primary responsibility for ensuring the implementation of the objective.

- **FY** (Fiscal Year) shows the implementation timeline for each strategy. An "X" placed in any single FY column indicates completion of a task in that year. The appearance of X's in multiple FY columns indicates multi-year or on-going efforts.

- **Progress** is to be documented as implementation of the strategies occurs.

The strategic goals, key performance indicators, and tactical objectives included in this technology plan are dynamic and intended to be evaluated and refreshed annually and adjusted continuously throughout the lifecycle of this plan.

Strategic Goal 1: *Showcase SUNY Ulster as a technology leader and innovator.*

Key Performance Indicator(s): **Number of technologies showcased by PR Dept, number of technology achievements publicized**

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 12	FY 13	FY 14	PROGRESS
1.1 Assist PR dept in recognizing and understanding the technology uses that need to be showcased - N computing - DLP projectors - Hosting - Gmail		CIO, Technical Manager	X	X	X	
1.2 Support various mediums through which campus community can publicize and communicate technology achievements		CIO, Multimedia Coordinator, User Services Manager	X	X	X	
1.3 Recognize, evaluate and recommend new technology opportunities to communicate/showcase uses of technology		OIT Team	X	X	X	
1.4 Facilitate accessibility to Library resources - Hardware - Configuration		Technical Manager, Multimedia Coordinator	X	X	X	
1.5 Support redesign of the SUNY Ulster website - Set up new servers - Work with Deb Kaufman - Implement and deploy CMS		CIO, Technical Manager, Multimedia Coordinator	X			
1.6 Give presentations at appropriate technology conferences - STC - SUNY Wizard - SICAS Summit - SunGard Summit - Educause		OIT Team	X	X	X	

Strategic Goal 2: *Leverage technology to expand SUNY Ulster's accessibility and affordability to the community.*						
Key Performance Indicator(s): **Increased student / constituent online user satisfaction**						
OBJECTIVES	*DEPENDENCIES*	*RESPONSIBLE PARTY OWNER(s)*	*FY 12*	*FY 13*	*FY 14*	*PROGRESS*
2.1 *Provide resources that limit the need to come on campus.* - Online orientation - Online payment - Online transcript requests - Online graduation application - Google Docs		OIT Team	X			
2.2 *Provide assistance in recognizing and consolidating related electronic information.* - Police academy webpage - Registration process pages - Prospective student focus of website - Community focus of website		User Services Manager, Multimedia Coordinator	X	X		
2.3 *Make more information available online* - Online orientation - Portal role for new admits - OIT knowledgebase - Google Docs - Reduce paper mailings		User Services Manager, Multimedia Coordinator	X	X		
2.4 *Support the Hudson Valley Educational Consortium quest for low cost, remote Instruction*		CIO	X			
2.5 *Ongoing support of the Hudson Valley Educational Consortium technology*		CIO, Technical Manager	X	X	X	

Strategic Goal 3: *Reallocation of resources based upon analysis of student needs and input by all stakeholders.*

Key Performance Indicator(s): **Increase in cost savings or funds redirected**

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 12	FY 13	FY 14	PROGRESS
3.1 *Assist in the evaluation of alternatives to Angel*		CIO	X			
3.2 *Measure utilization of facilities* - Log on metrics - Course schedules - Tracking loaner technology equipment		OIT Team	X	X	X	
3.3 *Identify students high priority technology requirements (infrastructure, availability, communication of available technologies)* - Survey (Students, Faculty, Staff) - Student technology group		CIO, User Services Manager, Lab Manager	X	X	X	
3.4 *Identify affordable technologies that meet students needs* - Research available technologies - Collaboration with other institutions	**3.3**	OIT Team	X	X	X	
3.5 *Prioritize technology projects for maximum return* - benefit many before few - cost savings over new features - standardization over personal preference - maintenance of existing over adding new		CIO, Technical Manager, Lab Manager	X	X	X	

Strategic Goal 4:   *Support ongoing communication and collaboration regarding emerging educational technology and trends.*

Key Performance Indicator(s): **Increased awareness and common knowledge of emerging technology**

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 12	FY 13	FY 14	PROGRESS
4.1 *Provide more frequent communication of pertinent information as it becomes available* - create a blog, or through newsletters - provide early warning of upcoming changes to hardware and software - communicate highlights of Gartner, Horizon, Educause reports		CIO	X	X	X	
4.2 *Provide and assist with collaborative tools* - a way for faculty/staff to share what they learned At conferences, etc.		OIT Team	X	X	X	
4.3 *Support experimating and testing with emerging technologies* - support demonstration of new technology at development/president's day events		OIT Team	X	X	X	

Strategic Goal 5: *Maximize technology investments by seeking affordable, sustainable, lasting solutions that produce actual value.*

Key Performance Indicator(s): **Increase in number of transparent technology decisions made across campus, increase in understanding and awareness of technology guidelines, increase in technology cost savings,**

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 12	FY 13	FY 14	PROGRESS
5.1 Provide guidance for the prioritization of technology investments and projects for maximum return - develop template for evaluating new investments - what doesn't get done	**5.3**	CIO, IT Management Team	X	X	X	
5.2 Develop baseline requirements and standards for centrally provided and supported technology - baseline software and hardware - number per part time employee - extraneous technology (beyond baseline) not refreshed - develop, maintain and communicate list of supported technology - maintain an accurate inventory and labeling of assets (funding source and whether or not supported)		CIO, OIT Team	X			
5.3 Help determine actual total cost of ownership and return on investment for all proposed technology investments - True cost of free - Ongoing maintenance and upgrade costs - Effort involved - Identify values (fiscal and non-fiscal)		IT Management Team	X	X	X	
5.4 Research and identify lower cost alternatives to proposed technology investments - Ncomputing - Hosting Banner - Gmail		IT Management Team	X	X	X	

- DLP projectors - Virtualization						
5.5 Identify areas where savings could be realized - identify areas of waste (i.e. printing) - identify areas of inefficient / ineffective use of resources		OIT Team		*X*	*X*	*X*	

Strategic Goal 6: *Provide consistent campus wide training.*

Key Performance Indicator(s): **Increased employee satisfaction, decrease in training-related helpdesk tickets**

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 12	FY 13	FY 14	PROGRESS

6.1 *Identify, assess and report training needs*
  - surveys
  - dept interviews
  - top pain points
  - duplicated effort
  - identify likelihood of success
		CIO, OIT Management Team	X	X	X	

6.2 *Identify training resources*
  - Knowledge Base
  - Listserves
  - Peers
		OIT Team	X	X	X	

6.3 *Facilitate the creation, publication and maintenance of a list of training resources* - Ask the expert	**6.2**	OIT Management Team	X			
6.4 *Develop new employee training re: technology available* - Data standards	**7.2**	OIT Management Team	X			

Strategic Goal 7: *Optimize college resources by automating our business processes to achieve full Banner integration and application functionality.*

Key Performance Indicator(s): **Resource savings experienced due to more efficient business processes, increased reliability of data**

OBJECTIVES	DEPENDENCIES	RESPONSIBLE PARTY OWNER(s)	FY 12	FY 13	FY 14	PROGRESS
7.1 *Assist in the implementation of business process change plan* - Increase use of payment gateway functionality - Online event management - single click appts for campus events - assessment testing - classroom assignment		OIT Management Team	X	X	X	
7.2 *Guide and advise Institutional Research in the development of Data Standards and Definitions*		User Services Manager, Sr Programmer	X			
7.3 *Assist in the documentation of new processes*	**7.1**	User Services Manager, Sr Programmer	X	X	X	
7.4 *Identify available tools not being used or used incorrectly*		OIT Team	X	X	X	

Appendix A –Planning Participants

The Technology Strategic Planning Team

The Technology Strategic Planning Team is comprised of various members of SUNY Ulster's executive and administrative staff. This team officially began the planning process in February 2011 and finalized the Technology Strategic Plan in May 2011.

Amy Winters	Director of Accounting
Anita Schmidt	Dept Chair, Business
Ann Marrott	VP and Dean of Enrollment Management
Chris Chang	Director of Financial Aid
Deb Kaufman	Marketing/Website
Iain Machell	Dept Chair, Art
Jean Rose	Assistant to the President
Jim Truitt	Dept Chair, Criminal Justice
Jody Mesches	Dept Chair, Nursing
John Ganio	Dean of Academic Affairs
Jonathan Rhea	CIO/OIT, Sungard Higher Education
Kari Mack	Director of Library
Kathy Collins	Dept Chair, English
Marion Goss	Registrar
Mark Komdat	Dean of Administration
Melanie Quick	Bursar
Miho Iwazaki	Dept Chair, Humanities
Sherry Tesler	Financial Aid
Steve Schimmrich	Dept Chair, Math/Science
Wayne Freer	Director of Public Safety
Julie Askins	SunGard Higher Education, Facilitator / Scribe

The Tactical Planning Team

A Tactical Planning Team was identified to develop the tactical objectives that will facilitate the realization of the seven Technology Strategic Goals. During the discussion and identification of tactical objectives for each technology strategic goal, a member of the Technology Strategic Planning Team was present and participated. The addition of the Strategic Planning Team member was very facilitative in providing the Tactical Planning Team with explanation and detail regarding the development and intent of each strategic goal.

Amy Winters	Director of Accounting, Strategic Planning Team Liaison
Chris Chang	Director of Financial Aid, Strategic Planning Team Liaison
Dave Edinger	Senior Programmer
Harvey Garrett	A/V Manager
Jesse Becker	Network Manager
Jonathan Rhea	CIO
Karen Goodell	User Services Manager
Kari Mack	Director of Library, Strategic Planning Team Liason
Marion Goss	Registrar, Strategic Planning Team Liason
Mark Komdat	Dean of Administration, Strategic Planning Team Liason
Melanie Quick	Bursar, Strategic Planning Team Liason
Rick Heinlein	Network Systems Administrator
Steve Enright	Academic Lab Manager
Julie Askins	SunGard Higher Education, Facilitator / Scribe

Appendix B – The Technology Strategic Planning Process

SUNY Ulster County Community College began this strategic planning initiative in February 2011. As part of the preparation process to develop a new technology plan, SUNY Ulster's Strategic Planning Team reviewed the college's strategic plan, mission, vision and values. The strategic planning participants openly recognized the significance and value in aligning the three year technology strategic plan with SUNY Ulster's Strategic Goals.

SunGard Higher Education's Strategy & Planning Services collaborated with SUNY Ulster County Community College to identify and schedule strategic planning sessions to assist in the development of this Technology Strategic Plan.

As a result of the technology strategic planning process, SUNY Ulster has a plan to leverage existing technologies to maximize core business processes and applications, explore and strategically introduce new technologies into the enterprise to maximize return on investments and eliminate technology inefficiencies.

The Strategic Planning Methodology

SunGard's planning methodology provided a means for the cross-functional Technology Strategic Planning Team to examine and explore

- The current role of the technical environment across the college and in the classrooms,
- The current state, use, and perceptions of technology tools and services at the college
- A future vision of the role of technology for all campus stakeholders
- A future vision of what the college must do to successfully make the transition to achieve the vision

SUNY Ulster Community College's Technology Strategic Plan and its implementation strategy emerged from the following planning elements:

1. Establishing a Technology Mission, Vision, and Values.

2. Creating a "future state" vision of how the use of technology, in its broadest definition, will become a strategic component of success in support of the college's vision, mission, and goals.

3. Analyzing the current technology environment and context in which the Technology Strategic Plan is being developed. This analysis included developing a current state technology framework, planning assumptions and a SWOT/C (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats/**C**hallenges) analysis.

4. Developing technology strategic goals and objectives, aligned with the college's vision, mission, and goals, enabling the college to advance toward its desired "future state" in consideration of the technology values.

5. Establishing an implementation grid that will facilitate the execution of the Technology Strategic Plan.

6. Committing to review the Technology Strategic Plan on an annual or more frequent basis and adjusting goals and objectives within the plan as necessitated by the institutional strategic goals.

Developing the Technology Strategic Plan

The Technology Strategic Planning Team (Appendix A), is a cross campus representative group of faculty, staff and administrators. Currently there is no over arching IT Steering Council or Committee which could be utilized for the purposes of the technology strategic planning activities. Facilitated planning activities began in February 2011 and continued through March 2011.

The Technology Strategic Planning Team engaged in face-to-face planning sessions and virtual (online) meetings throughout the planning process. The teams developed the technology mission, vision, values, and strategic goals.

As the Technology Strategic Planning Team began to develop the foundational planning elements, some primary themes emerged. These central, recurring themes were then used to drive the discussions related to the development of the technology strategic goals. It is these themes, along with the technology mission, vision and governing values that serve as the underlying foundation on which the seven strategic goals were developed.

The identified themes included:

- Community needs and expectations
- Student needs and expectations
- Change (demographic, student preparedness, market awareness/ responsiveness, innovative)
- Technology
- Resources (human, limited)

Through the course of facilitated discussion relevant planning assumptions were also identified. The purpose of these assumptions is to make known those factors that were acknowledged as having the ability to impact or affect SUNY Ulster's Technology Strategic Plan.

The identified planning assumptions included:

- Greater demand for developmental education
- Partnering with high schools to increase college readiness
- Transfer colleges will be more selective
- Increased oversight by external agencies
- Decline of high school graduation rates through 2021
- Increased competition
- Increased student expectation for technology
- Students becoming less prepared for college
- Continued stagnant economy
- Need for ongoing professional development
- Demand for data storage will continue to increase
- Enhanced awareness of community college's contributions
- Increased need for flextime and telecommuting
- Continue the demand for life-long learning partnership
- Increased pressure from SUNY to operate regionally
- Increased demand to go green – increase sustainability

- Increased awareness of economic development opportunities by/from higher education
- Increasing need for bandwidth
- Need to keep abreast of emerging technologies to enhance business practices

Though the seven strategic goals help to determine SUNY Ulster's technology direction for the next three years, the work is far from over. This plan must be adaptable to a constantly changing environment which is impacted by external conditions and changing institutional initiatives and needs. The technology strategic plan should be revisited regularly, not only to identify progress of the goals and objectives, but also to evaluate continued validity and relevance of the prescribed activities.

The Technology Strategic Planning Team is the owner of the content within this Technology Strategic Plan. The thoughtfulness, creativity, and critical analysis contained in this Plan are the result of each team member's commitment to the planning process and to SUNY Ulster.

Next Steps

SUNY Ulster County Community College should now pursue opportunities to publish and communicate this plan to the user community. Communication of the plan is intended to promote widespread acceptance and support for the defined technology strategic goals and objectives. As awareness of the Technology Strategic Plan increases, understanding, acceptance and support of the tactical activities prescribed in the plan will result.