

Brooklyn College
Information Technology Master Plan

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Brooklyn College Information Technology Master Plan

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Technology Mission Statement

Brooklyn College, a comprehensive, state-funded institution of higher learning in the Borough of Brooklyn, embraces the twin goals of access and excellence that are articulated by its parent institution, the City University of New York. The particular mission of Brooklyn College is to provide its students with a superior education in the arts and sciences. Within this context, the College seeks to advance its position as a leader among academic institutions in the use of information technology to enrich the learning environment, expand communication, and link the College community with a global community.

Brooklyn College's deployment of technology is characterized by both a strong service orientation and a readiness to respond to a rapidly changing world. Accountability and assessment must be explicit aspects of every initiative involving or supported by technology. Specifically, the College strives to use technology to support the three overarching goals of its 2000-2005 *Strategic Plan*:

To maintain and enhance academic quality. Brooklyn College will use a wide range of technology resources to support and enrich learning, teaching, research, and communication. To this end, technology will become a pervasive and transparent part of the lives of students, faculty, and staff, enhancing their abilities to meet their academic needs. All members of the College community will have access to a broad array of instructional and training opportunities for the effective use of technology resources, as well as the requisite ongoing support. The College will also use powerful and reliable technology-enabled support services (registration, grade reporting, transcript generation, Library data) that effectively support academic processes.

To assure a student-oriented campus. Through skilled and innovative applications of technology, Brooklyn College will ready its students for success in both the present academic environment and their post-graduate lives. Using exciting and interactive learning technologies, Brooklyn College will develop students who are academically complete, technologically competent, and engaged by the learning process. Technology will also be employed to increase and enhance communication between and among students and faculty. Technologies will support collaborative learning and community building both inside and outside the classroom, expanding the content that can be taught and promoting critical thinking. Information technology will also be employed to improve students' access to Library and information resources.

To become a "model citizen" in the borough of Brooklyn. At Brooklyn College technology will be used to create, extend, and support collaboration and partnerships, not only within the borough of Brooklyn but regionally, nationally, and internationally. Information technology will enable students and faculty to embrace and communicate with a global community of scholars. The College will also stimulate and support research and development of academic and administrative applications, enhancing its ability to further and contribute to academic life beyond the gates of Brooklyn College.

Preamble

Information technology (IT) is a tool rather than an end in itself. Nevertheless, it pervades virtually every aspect of how Brooklyn College goes about its business, playing a key role in nearly every aspect of the College's educational mission.

Information technology responsibilities at Brooklyn College span several operational areas, and grass roots activities occur in dozens of departments. It is critical that the College develop a clear statement of its goals and objectives for the use of information technology, a plan that addresses the many functions and processes in which the College engages and establishes priorities that guide these efforts when needs and opportunities must be reconciled with available resources.

Although the technological landscape is a rapidly shifting one, the College should formulate a near-term view of how current and emerging technology tools can be used to further the its educational mission. In addition, technology's rapid pace of change and innovation suggest that an information technology master plan must be reviewed and updated more frequently than the typical institutional planning document. As technology and technology-supported initiatives are often costly, the realization of the goals and objectives described in the plan that follows must depend on the availability of the requisite funding.

A successful information technology planning process must address the concerns, needs, and goals of all College constituencies, with particular emphasis on the needs of students and faculty, whose activities are at the core of the College's mission. Plans for training and support for all members of the College community must also be incorporated into technology objectives.

This document describes information technology goals and activities in which the College will engage over the next one to two years. These cover a broad range of issues that affect all members of the College community. The primary responsibility for carrying out this plan and for moving the College forward technologically will be borne by the College's IT organizations. However, a consistent, efficient IT strategy requires that the entire community work toward achieving institutional goals.

In the last section of this plan, "Tabular Representation of Technology Plan Goals & Objectives," the broad goals laid out in this document appear with supporting objectives. Each item is further categorized by its stage of implementation.

Steering, Communication, & Standards

Able steering is key to the College's effective use of technologies. Under guidance from the Provost and Vice-President for Finance and Administration, two professional units (Academic Information Technologies and Information Technology Services) will work hand in hand to provide direction for information technology support, planning, and steering.

Good counsel from members of the College community is another important aspect of the successful use of technology. Advisory bodies that represent primary campus constituencies--faculty, students, and staff--will encourage end-user participation in technology planning and operations and ensure campus-wide communication about technological issues and initiatives. The College will publicize its technology plan and policies, as well as the decision-making process for technology issues and initiatives. As a campus of The City University of New York, the College will coordinate its technology goals and initiatives with other CUNY colleges, as well as with the University's technology leaders and groups.

Appropriate standards are also integral to the productive use of technologies. To this end, the College will establish and publicize its standards for information access, technology tools, system security, and the electronic publication of information. Because the education environment encourages freedom and creativity, standards and tools will be regularly reviewed and adjusted accordingly. As part of a College-wide commitment to creating a culture of evidence, we will develop a method of systematic feedback to assess how successful we are in achieving the goals and objectives included in the Information Technology Master Plan.

Teaching & Learning Through Technology

The College will strongly support online teaching and learning, encouraging the development and delivery of both asynchronous and hybrid (part online/part in-class) courses. Fundamental to teaching and learning through technology is good training. Thus the College will provide faculty and students with training geared to many levels of ability and interest, training delivered in a variety of appropriate ways (in person; online). Networking with other institutions and organizations will expand faculty development opportunities. Student instruction will be designed to ensure that students are able to meet their information needs both in their present academic setting, as well as after graduation.

The College will also equip students and faculty with hardware; software, and an e-learning platform that will encourage and further the use of technologies with teaching, enabling us to extend the reach of our valuable teaching and curricular expertise via distance learning initiatives. The College will also engage in research and development activities that enhance teaching with technology, including pilots that explore the uses of emerging technologies and technologies new to academia. We will develop a policy that addresses copyright and intellectual property issues related to Web-enabled and distance learning initiatives, as well as to electronic course reserves.

Training & Support for End-Users

Faculty, Staff, and Students: The College's constituents include faculty, staff, and students who require a variety of different types of training, delivered at many different skill levels. All members of the College community will be provided with training in basic PC skills, including MS-Office, e-mail, and gaining remote access to campus facilities. The College will offer newcomers technology immersion training tailored to their specific needs. Intersessions and summers will be used to deliver in-depth training programs in the uses of various instructional technologies. To ensure that faculty, students, and staff receive excellent service, Human Resources, Information Technology Services, and Academic IT will work together to attract and retain highly qualified technical staff. So that faculty and student development programs are of a high caliber, trainers' skills will be regularly updated.

Faculty and students have busy, demanding schedules: this means they can make the best use of training opportunities when these are available from convenient locations. Both AIT and ITS will support faculty and students at their point of need, wherever they may be located on campus. To this end, the College will field a support organization that responds quickly and effectively to problems at desktop, application, and network levels. Extended hours for support will ensure that systems are available to everybody, whatever his or her schedule or location may be. Manuals, newsletters, guides, and other documents (both printed and electronic) will assist users in learning about, locating, accessing, and using technology resources on campus. Chat software, remote control, and video-conferencing tools will be used to deliver support via the Internet. These tools will facilitate on-line student access to librarians, as well as a variety of service staff.

Advice from AIT and ITS will be available to persons who want to acquire the personal tools needed for technology-based learning and teaching. This might include counsel about both hardware (personal or handheld computers; printers), as well as software.

Students: Students have special training needs: not only must they satisfy the technological needs related to their academic work, but they must also prepare to meet the demands that post-graduate life will present. Recognizing this, the College will develop a set of student technology competencies and implement a program for achieving them. These competencies will include skill with hardware and software, as well as information literacy or competency. Special attention will be paid to the needs of students for whom English is not the first language. For those who plan post-graduate careers in technology-related fields, the College will also provide quality undergraduate and graduate degree programs in computer and information science.

Access to technology is a vital element of student success. The College will staff its computer labs at adequate levels over the course of a seven-day service week. Similarly, we will implement a campus-wide computing reservation and tracking system. This software will allow students to determine via the Internet where on campus computers are available, then enter a reservation. Managers of each facility will assign workstations and monitor usage. The College will also employ technology to increase student success. Working together, staff and faculty in Academic IT, the Learning Center, and various academic areas will expand the

Digital Supplemental Instruction (DSI) initiative, a program which uses online learning, course sites, and tutoring to enrich gateway courses in a variety of majors. The College will also explore the creation of electronic portfolios, selective and purposeful collections of student work made available through the WWW that can serve as a basis for discussions with faculty and advisors, while also assisting in career-building.

Researchers: Faculty and graduate students who are planning and conducting research projects need special technological assistance. The College will support researchers (including those who are seeking institutional grants) in seeking external support and furthering their research efforts.

Access to Scholarly Information

Until recently, scholarly information existed only in print and other analog formats. The modern movement to digital information resources makes technology an essential partner for scholarly research. Accordingly, the Library will increase faculty and student access to commercially published full-text electronic information. At the same time, we will implement a multimedia distribution system capable of storing, cataloging, and delivering a wide range of digital media via both the College network (to user desktop computers) and the Web (to external users). Similarly, archival systems and services will be both supported and expanded.

Expanding Our Concept of Community

Technology can be an effective tool for furthering the College's mission within the local community, the borough, the State, and beyond. The College will use information technology to facilitate community-building, both on campus and at a distance. A Web-based internship and job placement system will allow students to participate more fully in the life of the community, both as students and in their post-graduate careers.

The College will also sponsor and participate in events that allow us to showcase our technological expertise and to share our talents with others. We will leverage information technology resources (both instructional and administrative) to collaborate with feeder high schools and community colleges. The College will strengthen the campus's sense of community by implementing a comprehensive public information system; video displays in public areas across the campus will display information about events, programs, and services.

Technology Infrastructure, Tools, & Access

A robust infrastructure, coupled with suitable technology tools and broad access, is key to the effective use of technology. With this in mind, the College will provide students, faculty, and staff with the technology resources they need to carry out their work. An equipment and infrastructure replacement plan, ensuring that computer equipment and software are replaced or upgraded on a rolling basis, following an affordable and practical multi-year plan, will assist in achieving this goal. The College will ensure that its technology tools and architectures that are reliable—that they improve cross-platform accessibility, facilitate Web access, and follow a

client-server paradigm. A state-of-the-art network communications system will provide high-speed, ubiquitous, and secure access to shared resources from all campus locations, as well as appropriate off-campus sites.

The College will enhance and increase access to technology for all members of the campus community. Recognizing the importance of state-of-the-art instructional spaces, the College will build facilities that allow the enrichment of instruction through information technology. We will also ensure that persons with disabilities have full access to all technology initiatives.

Privacy is an important technology issue, and the College will design systems and information resources that protect the privacy of information technology users. Reliability is another critical aspect of technology; because of this, the College will consider disaster recovery, high-availability, and fault-tolerance factors when designing and implementing critical information technology resources.

Administrative Systems

Effective administrative systems (student information, grade collection, etc.) are critical to members of the campus community, a time-constrained and mobile population. Accordingly, the College will implement state-of-the-art administrative support systems that improve access to information for faculty, staff, and students, applications that enable students and staff to transact routine academic and administrative tasks online. Similarly, we will leverage automation to improve services to the College's customers, as well as reduce costs. The College will build databases and/or data warehouses of institutional information that faculty and staff can use for planning, reporting, and analysis; the use of common data formats will allow for easy access to these resources.

Tabular Representation of Technology Plan Goals and Objectives

LEGEND

- O** An ongoing service or project
- O/P** A project that is ongoing, but will benefit from a significant planned improvement or expansion
- I** A project which is already in progress
- P** A project which is planned to commence or become active in the near future
- P/F** A multi-phase project with phases in planning and further phases anticipated in the future
- F** A project which is desired, but as yet not reached the detailed planning stages

Steering, Communication, & Standards						
	O	O/P	I	P	P/F	F
Consolidate information technology planning, support, and steering within two professional organizations and participation in College planning and link them for even more effective interaction and cooperation. This organizational structure community by:						
Supporting curricular and instruction-related technology for faculty and academic departments through Academic Information Technologies (AIT) and the Library	X					
Supporting campus-wide infrastructure and systems, administrative systems, and desktop support through Information Technology Services (ITS)	X					
Providing technology access for students in a variety of facilities managed by AIT, ITS, the Library, and academic departments	X					
Ensuring technology coordination through liaison meetings and cross-memberships in advisory bodies	X					
Coordinate technology goals and initiatives with other CUNY colleges and with the University's technology groups. These include CUNY's Chief Information Officer; the offices of the Dean for Instructional Technology and Information Services and the director of University Application Development and Support, as well as the Task Force on Educational Technology, the Council of Chief Librarians, and the Council of Information Technology staff	X					
Develop effective means of communication about technological issues and initiatives, encouraging end-user participation in technology through advisory bodies that represent primary campus constituencies--faculty (both full-time and part-time), students, and staff. These advisory bodies include:						
The Teaching, Learning, & Technology Roundtable	X					
The Advisory Committee on Academic Computing	X					
Faculty Council's Committee on Computer Utilization and Educational Technology	X					
A student advisory roundtable under the auspices of the Dean of Student Affairs	X					
An administrative information technology advisement committee				X		
Web site review groups to provide feedback and suggestions about features, format, and functions	X			X		
Technology Representatives (Tech Reps) in each academic department to act as liaison with the College's information technology organizations	X					
Teaching, Learning, & Technology Roundtable	X					
The Provost's Technology Committee	X					
The Center for Teaching	X					

Steering, Communication, & Standards						
	O	O/P	I	P	P/F	F
Publicize the College's technology plan and policies, as well as the decision-making process for technology issues and initiatives, including all groups involved and their respective roles. (O/P)						
Establish standards for information access, supportable technology tools, system security, and electronic publication of information. The education environment encourages freedom and creativity, so that standards and tools should be regularly reviewed and adjusted. The approaches we will use include:	X			X		
The use of consistent software standards among centrally managed and distributed labs	X			X		
A standard desktop operating system (OS) and applications suite	X					
Standard networking platforms and connectivity requirements	X					
Consultations with AIT/ITS staff when significant decisions are made involving new computing facilities, software standards for courses, and equipment purchases				X		
Require the inclusion of assessment modules in every program or initiative that has a technology component				X		

Teaching & Learning Through Technology						
	O	O/P	I	P	P/F	F
Provide faculty and students with training in the use of technologies for teaching and learning. This training should be geared to a variety of levels and delivered in an appropriate fashion. Activities will include:						
Offering instruction in Blackboard, presentation software, and HTML/Web design	X					
Providing faculty with technology workshops and seminars, including training in Web-based pedagogies	X					
Offering students training in e-mail, the use of BC Web resources, laptop access, and access to full-text electronic information	X					
Offering regular technology resource orientations for faculty and students	X					
Provide students and faculty with tools (hardware; software; a robust e-learning platform) that encourage and further the use of technologies with teaching.	X					
Extend the reach of the College's valuable teaching and curricular expertise via distance learning initiatives. Activities will include:						
Implementing a programmatic approach to Web-assisted teaching	X				X	
Expanding and simplifying remote authenticated access to library resources via the Web	X					
Expand faculty access to training and development opportunities by networking with other institutions and organizations. These include:						
The University's Educational Technology Committee	X					
CUNY's Sloan-funded CUNY Online program	X					
MetroSET (http://www.metroset.org)	X					
METRO (Metropolitan New York Library Council) (http://www.metro.org)	X					
Nylink (http://nylink.suny.edu/default.htm)	X					

Teaching & Learning Through Technology						
	O	O/P	I	P	P/F	F
Produce stud						
A student information literacy tutorial			X			
A faculty tutorial about generating assignments that promote information literacy						X
Engage in research and development activities that enhance teaching with technology, including pilots that explore the uses of either emerging techno technologies new to academia. Initial projects include:						
The Interactive Syllabus	X					
The Integrated Content Environment (ICE)					X	
A database of full-text electronic journals	X					

Training & Support for End-Users						
	O	O/P	I	P	P/F	F
Provide scheduled and online training in basic PC skills, including MS-Office, e-mail, and remote access to campus facilities.	X					
Support users at their point of need, wherever they may be physically located. Locations to which support will be delivered include:						
The Library	X					
Student laboratories				X		
Classrooms				X		
Faculty and staff offices	X					
The homes of members of the College community	X					
Produce manuals, periodicals, guides and other types of documents in both printed and electronic formats to assist students, faculty, and staff in learning about, locating, accessing, and using technology resources on campus. These documents include:						
<i>The Faculty Guide to Computing Resources</i>	X					
<i>The Student Guide to Computing Resources</i>				X		
Newsletters describing the accomplishments, offerings, and advice of each major campus technology provider (<i>Inside ITS</i> ; <i>Access</i> ; the fall and spring <i>Faculty Bulletin</i>)	X					
How-to guides, documentation, and handouts for information technology tools and functions	X					
A description of the technology services available to each campus constituency		X				
Use chat or communication software, remote control, and video-conferencing tools to improve the accessibility of support resources delivered via the web. These tools will facilitate on-line student access to librarians, a variety of service staff, and members of the faculty.						
				X		
Field a support organization that responds quickly and effectively to problems at desktop, application, and network levels. Provide extended support to ensure that systems are available to users at all times and locations. Our tools include:						
A customer service manager	X					
Feedback about user satisfaction	X					
An off-hours technology support hot-line	X					

Support resources that are shared among several academic departments						X
Provide advice to students, faculty, and staff who want to acquire the personal tools needed for technology-based learning. These include both hardware (personal or handheld computers; printers) and software.						X

Training & Support for End-Users						
	O	O/P	I	P	P/F	F
For Students:						
Convene a representative group to develop a set of student technology competencies and implement a program for achieving them. These competencies will include hardware, software, and information-related skills. Special attention will be paid to the needs of students for whom English is not the first language.						X
Provide quality undergraduate and graduate programs in computer and information science. Brooklyn College has the largest computer science program in CUNY, and the department is recognized for excellence.	X					
Expand the Digital Supplemental Instruction (DSI) initiative. DSI (D igital S upplementary I nstruction) uses online learning to enrich gateway courses in a variety of majors, improving student success.						X
Enable students to create electronic portfolios, selective and purposeful collections of their work made available through the WWW. Electronic portfolios include varied media such as text, graphics, video, and sound, moving beyond the limits of paper. They will be used to document students' abilities and accomplishments, provide samples of their work, serve as a basis for discussions with faculty and advisors, and assist in career-building.						X
Staff computer labs at adequate levels over the course of a seven-day service week. Areas include the New Media Center (Library), the Library Café, and the Atrium/Wolfe laboratories.		X				
Implement a campus-wide computing reservation and tracking system. This software will allow students to determine via the Internet where computers are available at all campus public-access computing facilities. Managers of each facility will assign workstations and monitor usage.				X		

Training & Support for End-Users						
	O	O/P	I	P	P/F	F
For Faculty:						
Support the College’s researchers (including those seeking institutional grants), both in the process of securing external support and in furthering their research efforts. Our approaches include						
Providing ready access to institutional data for external funding proposal and outcomes assessment purposes				X		
Providing high-speed network connectivity among local campus resources and to external resources				X		
Providing pre-application planning and advisement for technology		X				
Providing technical support for research activities	X					
Use intersessions and summers to deliver in-depth training programs in the uses of various instructional technologies				X		
For Staff:						
Deliver to faculty and students high-level, up-to-the-minute training and development opportunities by ensuring that trainers’ skills are regularly updated		X				
Work creatively within the Human Resources, Information Technology Services, and Academic IT environment to attract and retain highly qualified technical staff		X				

Access to Scholarly Information						
	O	O/P	I	P	P/F	F
Increase access to commercially published full-text electronic information. Our approaches will include:						
Strengthening the Library's collection of full-text electronic resources/digital content				X		
Selecting and implementing an electronic reserves system				X		
Implementing new CUNY+ software (Aleph 500)				X		
Supporting/participating in CUNY's Research Library & Digital Core initiatives	X					
Enhancing/extending electronic reference service				X		
Mounting an online journals database	X					
Completing and mounting a subject resource database				X		
Support and expand archival systems and services. Activities will include:						
Building the collection of online exhibits	X					
Building the collection of online finding aids	X					
Mounting an archival digitization project				X		
Implement systems capable of storing, cataloging, and delivering a wide range of digital media via the College network (to user desktop computers and to external users). Approaches will include:						
Implementing a media distribution system that delivers audio, video, and digital image content from the Library collection to internal and external audiences				X		
Expanding video-conferencing facilities (installed and portable) to additional sites				X		
Providing local and off-site authenticated access to a growing library of commercial electronic journals and documents	X					
Provide a button from College's top page to the Library's Web site.						X

Expanding Our Concept of Community						
	O	O/P	I	P	P/F	F
Leverage information technology resources, both instructional and administrative, to collaborate with feeder high schools and con purposes are dual:						
Sharing resources with educational colleagues	X					
Promoting recruitment and enrollment goals		X				
Sponsor and participate in events that allow members of the College community to showcase Brooklyn’s technologic others in CUNY, the region, the nation, and the world. Examples of activities include:						
Academic IT’s faculty workshop series, available free of charge to all CUNY affiliates	X					
The Library/AIT’s annual spring seminar on an emerging or popular technological application	X					
Recording and Webcasting campus technology events	X					
Delivering papers highlighting technological activities or research at Brooklyn College	X					
Building and publicizing technology portfolios for members of the College community						X
Use information technology to facilitate community building both on campus and abroad. Among our tools are:						
The College Website	X					
Blackboard, the college's e-learning platform	X					
The College’s Web Photo Album	X					
On-line directories of members of the College community, College programs, and College resources	X					
Web calendars promoting events for all College populations	X					
New electronic information kiosks				X		
College e-mail accounts	X					
Electronic discussion systems	X					
Implement a campus-wide public information system. A network of flat-panel video displays strategically located in public areas across the campus can display announcements such as information about events, programs, and services				X		
Implement a Web-based internship/job placement system. This service will enable students to easily identify and apply for career and internship opportunities						X

Technology Infrastructure, Tools, & Access						
	O	O/P	I	P	P/F	F
Provide students, faculty, and staff with						
Providing users with a standard suite of desktop software products, including a working MS-Windows environment, anti-virus protection, MS-Office or equivalent word processing tools, e-mail clients, and Web browsers	X					X
Providing users with software applications developed at Brooklyn College	X					X
Providing a network port at every work location		X				
Encouraging the University to obtain site licenses for software of interest to Brooklyn College faculty, staff, and students	X					
Implementing a software purchase program for members of the College community						X
Providing a variety of appropriate computers (Windows-based; Macintosh) and peripherals in many campus locations	X					
Implement an equipment and infrastructure replacement plan, ensuring that computer equipment and software are replaced or upgraded on a rolling basis, following an affordable and practical multi-year plan.				X		
Employ technology tools and architectures that are reliable, improve cross-platform accessibility, facilitate Web access, reduce development cycles, and use a client-server paradigm. Examples include SQL back-end databases (client-server paradigm), Web accessibility for off campus access, 4GL reporting tools, and MS-Office-based extracts for analysis.	X					
Enhance and increase access to technology for all members of the College community. Initiatives include:						
Expanding the Library Café and the newly relocated Atrium/Wolfe labs				X		
Equipping and utilizing many technology-related spaces in the new Library				X		
Equipping classrooms and other instructional and presentation spaces on campus with Internet access and projection capabilities				X		

Technology Infrastructure, Tools, & Access						
	O	O/P	I	P	P/F	F
Build and maintain state-of-the-art instructional spaces that facilitate the enrichment of instruction through information technology						
The Smart Classroom project			X			
The Telecommunications Project, which will place a network port in every instructional space			X			
The distribution of digital media Library resources via a data network				X		
Teaching via videoconferencing		X				
The Library's computerized instructional facilities				X		
"Mobile lab" notebook computer carts and associated wireless classrooms				X		
Portable laptop carts (laptop, projector, VCR, screen, etc.) that can be wheeled in for classroom use		X				
Distributed computer clusters in popular locations across campus (the cafeteria, James Hall basement, Ingersoll Hall lobbies, for example)						X
Implement a state-of-the-art network communications system that provides high-speed, ubiquitous locations, as well as appropriate off-campus sites. We will achieve this objective by:						
Installing a fiber-optic multi-gigabit campus-wide backbone			X			
Providing 100baseT (Fast Ethernet) desktop network access			X			
Upgrading wide-area Internet connectivity to 10 megabits/second ATM			X			
Providing digital voice services via an on-campus PBX			X			
Implementing campus-wide digital media distribution		X				
Building redundancy and fault-tolerance into all aspects of campus-wide access facilities	X					
Providing ubiquitous network access in all classrooms, labs, and offices with port level security to prevent unauthorized access				X		
Implementing wireless networking in labs and public assembly spaces, including the Wolfe/Atrium labs, the Library, the quad, and spaces assigned to the Biology Department and the School of Education		X				
Evaluating IP telephony and CIT to enhance telephone access and service				X		
Providing for alternate Internet access paths in case of primary line failure	X					
Maintaining upgraded firewall and intruder detection systems to protect network resources from attack	X					
Maintaining intelligent bandwidth control to assure baseline access paths for various types of Internet access	X					

Technology Infrastructure, Tools, & Access						
	O	O/P	I	P	P/F	F
Ensure that persons with disabilities have full access to all technology initiatives. Approaches include:						
Maintaining and enhancing the primary adaptive computing centers on campus (student labs, the Library Café, the Library, and the Goldstein Center)	X					
Ensuring that new computer facilities are properly equipped to meet adaptive guidelines	X					
Ensuring that all Brooklyn College Web sites are accessible to persons with disabilities by establishing appropriate standards for Web site creation, educating site builders about accessible Web design, offering appropriate training,				X		
Design system						
Adhering to Family Education Rights & Privacy Act (FERPA) < http://www.ed.gov/offices/OM/fpco/ferparegs.html > standards for student information systems	X					
Limiting access to, and visibility of, social security numbers	X					
Implementing encryption systems that safeguard access to sensitive data and protect e-mail communications	X					
Consider disaster recovery, high-availability, and fault-tolerance factors when designing and implementing critical information technology resources. Approaches include:						
Enhancing and improving campus-wide backup systems with multiple location protections for disaster recovery			X			
Implementing redundant servers with load-balancing front-ends	X					
Investigating the feasibility of an information technology backup-recovery site						X

Administrative Systems

	O	O/P	I	P	P/F	F
Implement state-of-the-art administrative support systems that improve access to information for faculty, staff, and students. Similarly, leverage automation to improve service to the College's customers and to reduce costs. Among the tools available are:						
SALI (a Windows-based front end for SIMS, our student records information system)	X					
Course scheduling system and room utilization reporting	X					
CALI (Web-based Human Resources records access)	X					
IFAS Accounting (electronic purchasing and budgeting)	X					
HEAT (information technology problem tracking)	X					
Archibus (electronic work request submission)	X					
WebGrade (online grade collection system)	X					
Attendance On-line (online attendance rosters)	X					
Sequiter (admissions tracking)	X					
Blackbaud (fund-raising software)	X					
Affirmative action tracking and reporting online	X					
BC AIMS (Archival image retrieval, a transcript imaging project)	X					
Students' evaluations of their instructors		X				

Implement information technology applications that facilitate and encourage students and staff to transact routine academic and administrative tasks online. This initiative is designed to improve service						
Student WebCentral (student-centered information on the College Web site)	X					
WebAdvantage (web and network accessible information systems for students, faculty, and staff)	X					
Web registration				X		
Web transcripts/grades	X					
Archibus (electronic work request submission)	X					
WebGrade (online grade collection system)	X					
Attendance On-line (online attendance rosters)	X					
Course scheduling system and room utilization reporting		X				
Faculty workload reporting online	X					
Schedule of classes online	X					
Scholarship applications online	X					
Admissions applications online	X					
Title III (building a Virtual Student Support Center)				X		
Instructor's online roll book				X		
Web credit card payments				X		
Web degree progress checking				X		
Web transfer evaluation (CUNY-TIPS)				X		
Maintain databases or data warehouses of institutional data for planning, reporting, and analysis. Provide easy access to these res commonly manipulated data formats. Our tools include:						
College statistical data archive project	X					
Data issues and information flow task force	X					