Hello and welcome to the 2015-2016 information services and technology support division’s annual report. In this report, I hope to convey the incredible amount of work the division undertook to craft a new vision of information technology and service delivery at Buffalo State College. This work required significant collaboration not only across units within Information Services and Systems (ISAS), but also with our key partners, stakeholders and constituents throughout the Buffalo State community. Our division strives to support the growth and enhancement of Buffalo State’s teaching, learning and administrative computing foundation while our staff is dedicated to providing reliable, secure and robust information services and technologies to our community. In the document that follows, we chronicle the collaborations and activities which have resulted in significant enhancement to the technology and information services landscape including, our reorganization and transition to Resources for Information, Technology and Education (RITE).

Notably, the division has taken a leadership role in supporting the innovative use of technology to enhance teaching and learning by sponsoring the college’s first Fostering Innovation in Teaching with Technology (FITT) Academy. These and the other projects summarized in this annual report highlight the substantial results that we have proudly delivered over the past 12 months.

We hope to continue to build upon the momentum established over the past year to strengthen our technology infrastructure, enhance efficacy and efficiency, expand capacity, and improve our ability to support and serve the needs of the Buffalo State community. Building on this success will require continued collaboration and teamwork throughout the division as well as with our students, faculty and staff. While it is cliché, I believe everyone understands that as technology continues to rapidly evolve, it is incumbent upon our division to adopt and fashion solutions that streamline our constituents’ need for information and technology services to facilitate pursuit of their teaching, learning, business and research-based missions; all supported within the confines of an increasingly constrained budget.

Thank you for taking the time to review these accomplishments from Fiscal Year 2015-2016

David M. Demers, Ph.D.
Chief Information Officer
SUNY Buffalo State
The 2015-2016 Fiscal Year was one of significant accomplishment and transition for the information services and technology organization at Buffalo State College; a year characterized by divisional assessment, structural planning and reorganization to prepare for transformation and growth of our new teams. What follows is a narrative depicting the journey the unit undertook to transition from information services and systems to Resources for Information, Technology and Education.

The 2015-2016 Annual Report represents a bridge between past and present for the information services and technology support organization at Buffalo State College. This report provides an overview of the major accomplishments and achievements, along with the significant challenges, of the division from July 1, 2015 through June 30, 2016. The report is organized to follow the strategic directions outlined in the Buffalo State 2014-2017 Strategic Plan, noting the alignment of each accomplishment to the stated strategic direction. This document also presents an outline of the major goals for Resources for Information, Technology and Education for the 2016-2017 Fiscal Year.
Buffalo State will create transition experiences to support academic success for incoming freshmen and transfer students, establish policies and practices to enable excellence in teaching and increase the number of distinct hybrid and online courses by 20 percent.

To support this strategic direction, ISAS/RITE has adopted the mission to provide enhanced connectivity in classrooms and on campus to foster student engagement and to craft robust learning environments and experiences. Critical to the success of this endeavor have been the partnerships ISAS/RITE has developed with our faculty colleagues across campus.

FITT Academy

This year, RITE successfully launched the inaugural Fostering Innovation in Teaching with Technology Academy, a unique professional development opportunity designed to establish a faculty community of practice in using technology to enhance teaching and learning. The FITT Academy was a week-long intensive hands-on faculty development event bringing together seven Buffalo State faculty (FITT Scholars) and instructional technology and design specialists from RITE to develop a variety of novel teaching resources intended to enhance teaching and learning in their course(s). A culminating symposium was open to the campus community at the end of the week and provided an opportunity for the scholars to share their projects and discuss their FITT experience. The scholars and their projects are listed below. These instructors will utilize their resources during the Fall semester, assess efficacy and return in the Spring to present on their results.
The FITT Scholars

Seth Oyer (COM) – Goose Chase: Explore online scavenger hunts to enhance interactive experiences for students

Eric Dolph (INT) – Virtual Reality: Investigate 3D modeling software in a virtual reality environment to enhance spatial understanding using Google Cardboard

Amy McMillan (BIO) – Flipped Classroom: Create instructional videos & identify additional supplemental media; establish best practices

Maria Pacheco (CHE) – Open Educational Resources: Develop faculty guide for OER adoption in their courses; apply Creative Commons license and share with the BSC community

David Abbott (PHY) – Open Educational Resources: Digitize homework assignments and identify OERs to enhance student comprehension

Tim Bryant (ENG) – Multimedia: Transform written assignment to incorporate digital/multimedia components in a way that can be reviewed by other students and published online

Kathleen O’Brien (HTR) – Digital Badges: Utilize Blackboard Achievements to develop and design a digital credentialing system to recognize student competency of specific skills.

By The Numbers
- 5-Day Academy
- 4 Professional Development Workshops presented

![Number of People](image)
Electronic Course Evaluation

As is the case for many processes at Buffalo State, the tradition of soliciting student feedback through course evaluations remains paper-based for many departments. Over the past year, the School of Arts and Humanities has undertaken an effort to utilize the Blackboard Enterprise Surveys instrument to deploy electronic course evaluations for many of their courses and faculty. There has been significant progress made to make the deployment of a standard set of survey questions for course evaluations within SAH, however, the existing tool is cumbersome and requires significant manual intervention each term to ensure the correct set of questions is deployed to targeted sections. It has been recommended that Buffalo State evaluate other enterprise-grade course evaluation platforms to facilitate deployment and adoption across campus. The challenge will be to obtain faculty buy-in to support a centralized process for the distribution of course evaluations.

Space Utilization
(Learning Spaces, Group Study, Computer Labs)

Buffalo State was invited to participate in the Educause Learning Initiative Learning Space Rating System beta test in September 2015 with results shared at Educause in October 2015. Melaine Kenyon was an invited contributor to the ‘7 Things You Should Know About the Learning Space Rating System’ and presented findings at SUNY Wizard and the ELI Annual Meeting. RITE continues to partner with Finance and Management (Space Planning, Facilities) to collaborate on a Space Assignment Policy, room attributes inventory, and the analysis of usage data for classrooms and labs across campus. While space allocation has improved, including the reassignment of the Bishop 340 lab, departments are beginning to cooperatively share labs. Efforts are ongoing to increase awareness among academic departments and administration regarding the challenges and shared responsibilities for effective and efficient space utilization and scheduling. Ongoing analysis of statistics for lab spaces has been provided for Finance and Management, Facilities, Space Planning, associate deans and others for the purpose of informed and data driven decision making.

Efforts to maximize the use of instructional spaces using data collected from the use of computer workstations and instructor PCs in smart classrooms remains a significant obstacle for the college. The accuracy of the data presented has been challenged by several departments currently possessing computer lab spaces with limited or inefficient recorded use. Cultural changes will be required for the campus to begin to embrace data and evidence as a planning tool. The Resource25/25Live platform was adopted by Buffalo State to assist with the automation and optimization of classroom scheduling practices in the Office of the Registrar. Ongoing

By The Numbers

• **40** Departments/Units within the School of Arts and Humanities are using Blackboard Enterprise Surveys
• **60-80%** Response Rate
Conversations have centered around the use of defined ‘attributes’ for various classroom metrics or components (e.g., number of seats, SmartBoard availability, etc.). There has been ongoing, vigorous debate around the granularity of available attributes, including requests to add metrics such as ‘distance from faculty office’. Such granularity will only serve to circumvent the optimal distribution and scheduling of courses across campus to make best use of available teaching spaces to accommodate the unique needs of a select few faculty. Again, cultural changes will be essential to move away from a mindset of faculty convenience and preference to accommodating student needs. While it is anticipated that the launch of 25Live will occur in September, the success of this initiative will depend heavily on the engagement, buy-in and support from the registrar, associate deans and department chairs.

ISAS/RITE continues to ensure reliable computing resources area available to students, faculty and staff to support the educational mission of the institution. In Fiscal Year 2015-2016, ISAS/RITE was able to adhere to a 4-year replacement cycle for classroom and lab workstations.

**Online Education**

Open SUNY Institutional Readiness – ISAS/RITE staff planned, organized and directed the Institutional Readiness Process for Buffalo State, SUNY’s three-part campus consulting engagement process based on the Online Learning Consortium Quality Scorecard 2014 Handbook: Criteria for Excellence in the Administration of Online Programs. Step 1 of the process was held February 20, 2015. Step 2 occurred April 22, 2015. Preceding Step 3, four meetings were held in September – October of 2015 to discuss potential ways to close the gaps. Options or possible actions for closing the gaps included policies and procedures (new or revisions), use of institution-wide and shared services opportunities, professional development, new personnel or other than personnel resources. A core group of deans, associate deans, Online Advisory Committee members and other campus stakeholders went through each indicator of the Quality Scorecard with the intent to find common ground on how Buffalo State can close the gap for each indicator. Step 3 took place February 29, 2016. COSEP (Council for Online Strategic Enrollment Planning) was provided copies of the draft on April 14, 2016 and on May 5, 2016. COSEP members and deans were asked to provide feedback by May 27, 2016. The final version was provided to COSEP on June 14, 2016. This Closing the Gaps document represents a significant part of the college’s proposal for a comprehensive implementation plan.

**By The Numbers**

- 7 exemplary indicators documented as best practices at Buffalo State
- Approximately 80% of spaces inventoried for descriptive attributes in the 25Live system
- 250 computers replaced in computer labs
Training and Professional Development Workshops

**Online Course Development Specialization Certificate**
To assist with increasing the enrollment and attendance in workshops, the Instructional Design & Training team redesigned the workshops to be 1-hour sessions and connect specific workshops together for a basic and advanced certificate. Badges were awarded for each workshop attendance and blog post. Participants needed to attend the workshop and create a blog post for each workshop within the Blackboard course to be awarded the certificate.

**Blackboard Specialization Certificate**
To assist with increasing the enrollment and attendance in workshops, the Instructional Design and Training team redesigned the workshops to be 1-hour sessions and connect specific workshops together for a basic and advanced certificate. Badges were awarded for each workshop attendance and blog post. Participants needed to attend the workshop and create a blog post for each workshop within the Blackboard course to be awarded the certificate. The development of AccessMOOC by Buffalo State and Empire State will be used in the future to replace this workshop series.

**Certificate for Community of Inquiry**
To explain the online learning experience in terms of interactions between three overlapping presences: Teaching, Social, and Cognitive, three 1-hour workshops were developed to make a specialization certificate. Badges were awarded for each workshop attendance and blog post. Participants needed to attend the workshop and create a blog post for each workshop within the Blackboard course to be awarded the certificate.

**By The Numbers**
- **12** faculty members completed the basic Online Course Development Specialization certificate
- **3** faculty members earned the basic Blackboard Specialization Certificate
- **10** faculty members completed the advanced Online Course Development Specialization certificate
- **4** faculty members completed the Certificate for Universal Design for Learning
- **3** faculty members completed the Certificate for Community of Inquiry

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Certificate for Universal Design for Learning
To promote Universal Design for Learning (UDL) and to assist with increasing the enrollment and attendance in workshops, the Instructional Design and Training team redesigned the workshops to be 1-hour sessions and connect specific workshops together for a certificate. Badges were awarded for each workshop attendance and blog post. Participants needed to attend the workshop and create a blog post for each workshop within the Blackboard course to be awarded the certificate. The development of AccessMOOC by Buffalo State and Empire State will be used in the future to replace this workshop series.

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Software Improvements

Office 365
The CIO’s office commissioned a task force to evaluate email, calendaring and collaboration platforms to replace the aging and problematic Microsoft Exchange 2007 environment in October 2015. The task force evaluated various on premise as well as hosted platforms, including Google Apps for Edu and Office 365. A final recommendation from the task force to move to Office 365 was provided in February 2016 noting numerous operational and capacity enhancements available through the service. The recommendation was evaluated through the existing Governance structure and ultimately endorsed by RITE Team Leadership. With the decision to migrate to Office 365 in hand, RITE proceeded to identify resources to assist with the migration strategy and to provide knowledge transfer for the maintenance of the platform. RITE identified OculusIT as a partner to assist with this strategy after evaluating several other service providers, including Dell. Ongoing engagement with the vendor has resulted in the establishment of a robust migration environment to support the move of faculty and staff email accounts into the hosted Office 365 environment. The migration timeline calls for the completion of the migration strategy and a pilot with a subset of accounts in July 2016 with subsequent migration of remaining faculty and staff accounts by the end of September 2016.

Adobe Creative Cloud Site License
In Fall 2015, RITE coordinated an assessment to determine feasibility to participate in SUNY’s new licensing agreement with Adobe to make a site license for the popular Creative Cloud suite a possibility for the campus. It was determined that the campus would greatly benefit by moving to a site-licensing mode to deploy Adobe products in computer labs, classrooms and for faculty and staff workstations. This move resolved the cumbersome seat licensing in place for multiple, disparate versions of Adobe Creative Suite deployed throughout various campus locations and helped achieve a level of consistency and scale not possible before. Through the existing Governance process, it was determined that the benefit to students would warrant covering the expense through the student Technology Fee budget. The final PIA was signed to indicate Buffalo State’s intent to join the SUNY-wide licensing program which has allowed us to install Adobe Acrobat on 100% of campus-owned devices and Adobe Creative Cloud on 50% of campus-owned devices. Throughout the Spring term, testing for deployment and operation of the Adobe Creative Cloud product was conducted. A final plan for campus-wide rollout of Creative Cloud was announced in early June.
with targeted completion by August 2016.

CourseLeaf Electronic Catalog

The Buffalo State electronic course catalog has been built on the SmartCatalog platform, a legacy system which the vendor has ceased development and support. With the option to migrate to the vendor’s new platform – IQ – RITE coordinated an effort to evaluate other available platforms and enhance integration with the Banner SIS. Following demonstrations from various vendors, including the vendor for the IQ platform, it was determined that the CourseLeaf product from Leepfrog would provide the best overall fit for Buffalo State due to its integration with the Banner SIS and the availability of a robust workflow-based system for curriculum management through the Leepfrog Curriculum module. As a result of this assessment, Buffalo State entered into a contract with the vendor in June 2016. With the final approval of the contract from SUNY, Buffalo State has begun the process with a project kick-off call with the vendor to discuss project timeline, deliverables and processes. It is anticipated that the Fall 2016 term will be spent configuring the new platform and the routine catalog change requests for the Spring 2017 term will be handled through the CourseLeaf product. The full course catalog is expected to be published in the CourseLeaf environment for Fall 2017.

By The Numbers

- **4200** Faculty/Staff Email Accounts
- **176** Shared Folders/Calendars
- **3** Exchange 2007 Servers
- Increase default email storage from 1GB to 50GB
- **Unlimited** OneDrive for Business online storage
- **50%** of campus owned machines will have Adobe Creative Cloud available for users
- **100%** of campus owned machines will have Adobe Acrobat available for users
- **100%** of faculty and staff are eligible to purchase work-at-home access to Adobe Creative Cloud for $9.75.

...
Buffalo State will define the distinctive features of the educational experience it provides while adhering to a unified institutional image and core values. Buffalo State will continue to offer discipline-appropriate high impact learning practices such as internships, student research, service learning, global learning, field experiences, and culminating senior experiences in the curricula of all programs.

To support this strategic direction, ISAS/RITE pursued innovative dissemination strategies to highlight the unique educational resources, activities and opportunities available at Buffalo State.

### Online Education

Open SUNY Accessibility MOOC for Faculty and Staff Development: Creating Online Courses that Provide Access for All – This course was developed as a free six-week professional development course designed to help participants gain a better understanding of accessibility as a civil right issue and develop the knowledge and skills needed to design learning experiences that promote inclusive learning experiences for all students including those with disabilities.

Results from this MOOC were accepted for presentation at the following Conferences:
- Online Learning Consortium Innovate
- United States Distance Learning Association
- Ithaca Ed Tech Day
- Alfred Accessibility Conference
- New York State Disability Service Council Conference

### Open Educational Resources

ISAS/RITE has established a leadership role in supporting open educational resources initiatives both on and off campus, including:
- Co-organizing well-attended regional OER workshops, “OER for Open Courses” a workshop presented by Lumen Learning, and “Open Educational Resources Boot Camp” a regional day-long conference on open educational resources.
- Ongoing interest in this project has led to the formation of the Affordable Learning Materials Initiative (ALMI) Task Group in April, 2016. ALMI represents a campus-wide community of practice to support textbook affordability initiatives.

### By The Numbers

- **1500** Initial enrollments in Online Accessibility MOOC
- **61** Online Accessibility MOOC Course Badges
In Spring 2016, the Institutional Research Website was revamped to be more user friendly and to adhere to college standards. This ongoing project will serve to deliver data, information and relevant updates to the campus community as well as reduce the number of navigation calls received in the Office of Institutional Research.

SUNY IITG Award: Improving Faculty Discovery and Adoption of OER – This project was designed to build on the traditional strengths of SUNY campus libraries by supporting faculty in OER discovery and adoption. Nine SUNY campuses participated in this grant along with Lumen Learning.

**By The Numbers**
- Textbook cost reduction (to $0) for a Strategic Management course (BUS340)
- Savings of greater than $50,000 for Fundamentals of Chemistry I (CHE111) students

**Institutional Research Website**

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**ISAS/RITE Dissemination**

**SUNY Technology Conference 2016**
- Web Conferencing Tools – Benzin

**CCUMC 2015**
- Design, Build, Support: Active Learning Classrooms – Benzin, Kenyon, Sledz

**EdTOA Online Tech Forum 2016**
- Web Conferencing Smorgasbord: Blackboard Collaborate - Benzin

**SUNY Wizard Conference 2016**
- Ultra: The New Blackboard Collaborate – Benzin, Pereira

**Educause National Conference 2015**
- The Challenges of Adaptive Content: The Perspective of Two Universities - Demers

**NERCOMP PDO Workshop 2016**
- Learning Analytics – Demers (Session Planner; Host)

**Data Analytics Across Disciplines 2016 Annual Conference**
- Mining Academic Analytics to Inform Student Success Strategies – Demers

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**Publication & Productions**

- Annual Fund Thank You video: [https://www.youtube.com/watch?v=AjzAlJ7nPOE](https://www.youtube.com/watch?v=AjzAlJ7nPOE)
- Athletics- Bengal Magazine- Tom Koller –(20 shows): [https://www.youtube.com/watch?v=bxW0FQA0Urc](https://www.youtube.com/watch?v=bxW0FQA0Urc) [https://www.youtube.com/watch?v=chMjd9YLN2A](https://www.youtube.com/watch?v=chMjd9YLN2A)
- Dr. Conway-Turner's Fall Forum video: [https://www.youtube.com/watch?v=-hmXIjmKsEl](https://www.youtube.com/watch?v=-hmXIjmKsEl) [https://www.youtube.com/watch?v=j8mzf0Laj6c](https://www.youtube.com/watch?v=j8mzf0Laj6c)
- Transforming Lives Recap video: [https://www.youtube.com/watch?v=ea0n56oRrM](https://www.youtube.com/watch?v=ea0n56oRrM)
- Buffalo State Campus Snapshot video: [https://www.youtube.com/watch?v=blrBa-uiBME](https://www.youtube.com/watch?v=blrBa-uiBME)
- Buffalo State TV commercial: [https://www.youtube.com/watch?v=CfahNBeWYXE](https://www.youtube.com/watch?v=CfahNBeWYXE)
- Growth Mindset Orientation Video: [https://www.youtube.com/watch?v=JvKdelHghJO](https://www.youtube.com/watch?v=JvKdelHghJO)
- Open House Testimonials: [https://www.youtube.com/watch?v=IRaGQ4gHar0](https://www.youtube.com/watch?v=IRaGQ4gHar0)
- NYC Student Testimonials: [https://www.youtube.com/watch?v=K6bCIAbNSr0](https://www.youtube.com/watch?v=K6bCIAbNSr0)
During the Fall 2015 term, two first floor bathrooms were transformed to gender neutral facilities. What started as a small scale project for the E. H. Butler Library, became a grant funded initiative to categorize other restrooms on campus as gender neutral. It has also led to larger discussions of gender identity issues on the Buffalo State campus. Katie Bertel was awarded the 2015-2016 Dr. Muriel A. Howard Presidential Award for the Promotion of Respect for Equity and Campus Diversity.

In April 2016, Archives and Special Collections Staff launched a new website designed to standardize finding-aids to streamline access and discovery to the special collections held at the E. H. Butler Library at Buffalo State College. The development of standardized template documents included: a finding-aid template document for future use with Society of American Archivists approved fields; an inventory template document to ensure continuity; and a processing plan template to ensure all collections remain documented. In addition, formal policies and procedures were added to the site along with forms for inquiries and for scheduling visits. This effort also included the inventory from the Madeline Davis Collection totaling over 100 pages.

In January 2016, Archives and Special Collections Staff completed a family photo collection for the Drzewieniecki Digital Collection in Digital Commons (http://digitalcommons.buffalostate.edu/drzewieniecki/)

**By The Numbers**
- **$200,000** secured to support the Eleanor T. Murray Studio Arena Collection
- **$50,000** secured to support the Madeline Davis LGBTQ+ Collection
External Funding Opportunities

SUNY Performance Improvement Fund: Predictive Analytics Collaborative
During the Fall 2015 semester, ISAS/RITE was asked to explore the development of a proposal for the SUNY Excels Expanded Investment and Performance Fund designed to facilitate the deployment of robust predictive analytical models to inform student retention strategies. The centerpiece of the final proposal was the establishment of a Predictive Analytics Collaborative across several SUNY schools (Buffalo State, Finger Lakes Community College, Monroe Community College and Niagara County Community College) to share anonymized data to strengthen detection and predictive capacity through the sharing of predictive models. In addition, the collaborative sought to develop a shared repository of intervention strategies that would allow participating schools to ‘mine’ the database for innovative strategies with a high potential of success for identified risk types on their own campuses. Unfortunately, Buffalo State was informed that the proposal was not funded through the program. However, even in the absence of external funding, ISAS/RITE has pursued the development of predictive models to identify entering students who may be at risk of attrition to offer early intervention strategies to improve opportunity for success.

SUNY Performance Improvement Fund: Virtual Concierge
During the Spring 2016 semester, RITE was asked to steward the launch of the Virtual Concierge project which received partial funding through the SUNY Excels Expanded Investment and Performance Fund. This innovative project will serve to establish two-way videoconferencing for students to request and receive support from support offices across campus. The project will initially offer access to students through physical digital kiosks placed in the E.H. Butler Library. The kiosks will operate using a platform called ‘AskTheExpert’ and take advantage of the launch of the Office 365 environment (which includes Skype for Business) and the Voice over IP protocol at Buffalo State. To date, the software for running the kiosks, the kiosk devices and hardware have all been ordered. The kiosks will be deployed in Fall 2016 providing remote access to support from the Registrar’s and Financial Aid offices. Once the initial evaluation period has been completed, RITE will continue to expand the number of offices available to deliver support through the Virtual Concierge service as well as making the service available to students located off campus through the web.

Title III Planning – Digital Storytelling Across the Curriculum
Following initial conversations with the Communications Department and the Provost, RITE has proposed a strategy to target funding through the Title III: Strengthening the Institution program to upgrade, enhance and improve the video production and training infrastructure at Buffalo State. While the final Title III proposal will focus on strengthening pervasive weaknesses or challenges at Buffalo State, a central theme will be to leverage authentic assessment strategies through approaches such as ‘digital storytelling’, which would be infused throughout the undergraduate curriculum to foster student retention and success. The proposal will incorporate professional development and collaboration opportunities to achieve a truly inter-disciplinary approach to incorporate digital tools and teaching strategies. RITE began planning for this effort during the Spring 2016 term and has coordinated several meetings with a group of faculty and academic administrators to discuss institutional weaknesses and the availability of evidence to support these claims. The next round of Title III funding will be available during the 2016-2017 fiscal year with an anticipated deadline of July 2017 for proposals. RITE will continue to coordinate the planning efforts for the campus and identify potential grant-writing partners to assist with tailoring the proposal to the rigorous Title III standards.
Buffalo State will create transition experiences to support academic success for incoming freshmen and transfer students, establish policies and practices to enable excellence in teaching and increase the number of distinct hybrid and online courses by 20 percent.

To support this strategic direction, ISAS/RITE has adopted the mission to provide enhanced connectivity in classrooms and on-campus to foster student engagement and to craft robust learning environments and experiences. Critical to the success of this endeavor have been the partnerships ISAS/RITE has developed with our faculty colleagues across campus.

**Divisional Reorganization – The Evolution of RITE**

During the Fall 2015 term, the CIO’s office sponsored the formation of three task forces to conduct a thorough assessment of critical operational areas for the division and the campus: a) ISAS Service Catalog/Inventory; b) Email, Calendar and Collaboration Platforms; c) Organizational Brand Identity. Each of these task forces had cross-functional representation from various units throughout RITE and each was charged with specific deliverables to be completed by the end of the Fall Semester or early Spring Semester. These deliverables included concrete recommendations for substantial transformation of the division to grow as a service-oriented organization. In the case of the Brand Identity and Service Catalog groups, the recommendations provided opportunity to conceptualize a new organizational structure designed to establish teams responsible for the delivery of prioritized services to the campus community along with a new identity. These recommendations were utilized to devise a new team-based structure that has since been realized as Resources for Information, Technology and Education (RITE). RITE serves to facilitate greater alignment of staff resources and expertise with the delivery of service to the campus community. The teams comprising RITE reflect this alignment:

- **Enterprise Data & Analytics** - The Enterprise Data & Analytics team manages all core Enterprise Applications’ platforms and tools, including the Banner SIS, and provides oversight for institutional Data Governance. This team works to streamline access to data for the campus community and offer routine data analysis services and Institutional Research.

- **Information Security & Compliance** - The Information Security & Compliance team is led by the Information Security Officer and serves to ensure compliance with federal, state and SUNY policies governing information security, including the establishment of an official Information Security Awareness training program for all faculty and staff.
• **Instructional Design & Training** - The Instructional Design & Training team provides faculty support for the use of technology in and out of the classroom as well as assist faculty with design of online instructional modules and courses. The Instructional Design & Training team also provides end-user training for RITE-supported technologies and services.

• **Library & Research Services** - The E. H. Butler Library provides exemplary support for the scholarship, research, creativity and information literacy of the entire Buffalo State community while facilitating robust access to and preservation of information and knowledge. Members of the Library & Research Services team also serve as liaisons to each of the RITE teams and participate in the formation and planning of these groups.

• **Network & Telecommunications Infrastructure** - The Network/Telecommunications Infrastructure team provides planning, management and support for the campus network environment to ensure that long-term sustainability, reliability and capacity needs for the campus are met. This team also manages and supports the emerging VoIP platform.

• **RITE Operations Management** - The RITE Operations Management team consolidates technology budgeting, procurement and licensing management services for the division. This team serves as the fiscal steward to improve efficiency and to allocate financial resources to address prioritized needs throughout RITE.

• **Systems Administration** - The Systems Administration team provides overall planning and management of system-level hardware resources for RITE including servers, storage and backup, firewall and load balancers to support the needs of the organization and community.

• **Technology Planning & Outreach** - The Technology Planning and Outreach team members serve as liaisons to the campus and external communities to identify opportunities for partnership and funding. This team also provides division-wide project management for new and emerging initiatives as well as coordinates strategic planning efforts for RITE.

• **Technology Support Services/Creative Media Services** - Technology Support Services is empowered to provide direct front-end support to the entire campus community. This team manages and supports all campus-owned end-user equipment, including office and lab PCs, smart classrooms, printers and mobile devices and provides Creative Media Services to the campus. Technology Support Services plays a crucial role in the development and deployment of a robust self-service portal through which the community may request supported RITE services.

• **Web & Application Services** - The Web and Application Services team provides integration, testing and programming support for existing and emerging ancillary systems that utilize or exchange data housed within core Enterprise systems.

With a new organizational structure in place, the next task was to empower each new team to take ownership over discrete services assigned to them. A series of mini-retreats were held during the Spring 2016 term to foster team-building and establish a shared language around service delivery for each team. At the end of each retreat, teams were charged to establish definitions around the services they supported, including defining service

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**By The Numbers**

• **3** Task Forces
• **10** Service-oriented Teams
• Consolidated **300+**
  External Services to **96**
  defined RITE Services
level agreements and performance metrics. To date, from the original 380+ services identified through the Service Catalog Task Force, RITE has defined a total of 96 core services that are now part of the official RITE Service Catalog and available on the new RITE website which was developed internally and announced to the community in May 2016. With a new team structure in place, initial Strategic Planning for the division was initiated with input from the entire division beginning in June 2016. The goal has been established to complete the RITE Strategic Plan in August 2016. The RITE Strategic Plan is being developed to align with the goals and priorities of the recently completed Buffalo State College Strategic Plan.

In an ongoing effort to strengthen the information services unit as a cohesive entity, a revised emphasis on division-wide communication has been placed on the RITE leadership team. As a result of this effort, RITE has established a series of monthly division-wide meetings designed to foster collaboration, inquiry and engagement for all RITE staff. These monthly meetings include: CIO Roundtable – for dissemination and sharing updates with the team; RITE Brown-bag Journal Club – provides opportunity for members of the staff to discuss a recent article related to information services and technology in higher education and support creative dialogue; RITE Peer Symposium – provides opportunity for colleagues who have participated in national or SUNY conferences to share their experiences and knowledge gained with the division.

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**Data Governance**

RITE successfully proposed the establishment of a formal Data Governance Committee (DGC) charged with defining data standards and establishing policy for the dissemination of data within the Buffalo State community. The campus has struggled for many years with consistency and accuracy of data reported from various sources. The DGC will facilitate structures and procedures to resolve this challenge. A key component of this endeavor is devising a strategy for defining various data metrics commonly used across campus. The development of an institutional Data Dictionary has already begun leveraging a new platform (Data Cookbook) which will serve as an authoritative source of institutional data definitions, report structures and governance. It is expected that the Data Cookbook will be announced to the Buffalo State community sometime during the Fall 2016 term. A key deliverable for the Data Governance Committee has been the vetting and formalization of data definitions for several metrics identified as priorities by the President. Once defined, these metrics will serve as the basis for an initial on-demand executive data dashboard. The Data Governance Committee has consulted with various offices and committees on campus to initiate the establishment of several of these definitions.

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**Voice over IP – Universal Communications**

Initial effort to investigate the possibility of deploying VoIP on the Buffalo State campus centered on purchasing equipment through new construction funding. While this approach provided Buffalo State with valuable experience and knowledge to enhance the network infrastructure to support an enterprise-wide VoIP deployment, the piecemeal and patchwork nature of the strategy was not scalable. To better inform successful strategy for deploying VoIP, RITE coordinated a pilot of the ShorTel platform with University College Staff during the Spring 2016 term. The results of this pilot were positive and the feedback in favor of the ShorTel environment for quality, ease of use and reliability were determining factors in the decision to move forward with the VoIP deployment plan using ShorTel as a partner. RITE has taken steps to coordinate the enterprise-wide deployment of VoIP with a 2.5 year plan that will include upgrades to the network infrastructure and the deployment of centralized VoIP communications environment using the ShorTel platform. The rollout will occur in a strategic, building-by-building fashion beginning in Fall 2016.
RITE approved initial participation in the SUNY Security Operations Center to help close a significant gap within Buffalo State's information security strategy. The SOC was established to inform best practices and provide opportunities to access training resources for participating campuses as well as penetration and vulnerability testing for campus networks. Since Buffalo State did not have an official Information Security office or strategy, the SOC was determined to be a good fit. Since joining the SOC, Buffalo State has been able to take advantage of the availability of a subscription agreement for the SANS online Information Security Awareness Training program. The newly appointed RITE Information Security Officer has been evaluating the training program and formalizing the strategy for deploying the training program to the campus community. It is anticipated the training will be available for the campus in late August-early September. It is furthermore anticipated that the subscription to the SANS training program will be temporary as RITE will develop a more tailored, customized program for the Buffalo State community.

### Managed Print Services

RITE has assumed a leadership role in coordinating the SUNY-wide engagement with Xerox to complete a site-wide assessment of all print activity at Buffalo State. Initial consultation with Xerox was conducted in December, 2015. Xerox has continued negotiation with the SUNY Chancellor’s office to undertake print assessment for the entire SUNY system to determine the savings afforded through migration to a managed print services environment. In collaboration with Xerox and contracted associates, Buffalo State conducted on-site assessment of the Buffalo State Print Shop and Mailroom operations as well as the campus-wide print environment during the Spring 2016 term. Final reports have been delivered noting recommendations including: a) consolidating BSC and CDHS print functions into a single unit to establish a profit center; b) centralizing operations of the mailroom while streamlining intake and distribution of packages for residential students; c) migrating to a managed print service environment for greater efficiency and substantial cost savings. Buffalo State will continue to work with Xerox in the coming Fiscal Year to implement several readily achievable recommendations regardless of SUNY’s stewardship to move this initiative forward for the system.

### By The Numbers

- Number of print devices on campus: **1,748**
- Total number of faculty/staff: **2,022**
- Device:Staff ratio: **1:1.2**
- Number of BW Print jobs monthly: **875,000**
- Number of Color Print jobs monthly: **155,000**
The previous Fiscal Year has included a focus on evaluating the flow of the ISAS/RITE budgets to identify trends and opportunities for reducing expense and reallocating resources to support strategic priorities. Despite the reluctance to make substantive change without the benefit of assessing an entire budget cycle, several cost-saving measures were made based on clear evidence.

Discontinuation of unused or underutilized software services and subscriptions

- Ellucian Luminus Portal (unused) – Technology Fee - $12,000 annual maintenance
- Ellucian Enterprise Data Warehouse (unused) – Technology Fee - $6,000 annual maintenance
- BePress Selected Works (underutilized) – Technology Fee - $16,000 annual maintenance
- TW Telecom redundant internet connection – Technology Fee - $32,000 annually

Reallocation of expenses - with the savings noted above, the existing Technology Fee budget will be used to cover several enhancements adopted over the past fiscal year, including:

- Adobe Creative Cloud Site License - $ 57,588 annually
  ° (Appx. $27,000 increase over previous licensing for Adobe Creative Suite maintenance)
- CourseLeaf Electronic Course Catalog - $35,000 annually
  ° (Appx. $15,000 increase over previous licensing for SmartCatalog)
Strategic Direction 6—Enrollment & Retention

Buffalo State seeks to determine an appropriate enrollment level and mix of students to fulfill its mission while integrating enrollment management and marketing strategies to achieve enrollment goals. Additionally, Buffalo State will build an Alumni House/Visitor Center to be used, in part, for recruitment purposes. To enhance recruitment opportunities, Buffalo State will establish 10 or more fully online degree or certificate programs to attract new student clienteles as well as create and implement a comprehensive and inclusive retention program that focuses on an integrated advising experience, enhanced early warning, academic support, and increased student contact with faculty both in and outside the classroom.

To support this strategic direction, ISAS/RITE adopted several new data mining strategies, including Predictive Analytics, to inform strategies and approaches to enhance recruitment and retention of students.

Predictive Analytics

RITE has initiated efforts to leverage cost-effective strategies to introduce predictive analytics to Buffalo State. An initial evaluation of a 4-year historical cohort of data extracted from the Banner SIS using the Veera transformation tool from Rapid Insights was performed using the Analytics tool (also from Rapid Insights). This analysis resulted in a model predicted to have a 76% accuracy rate for the identification of students who may present an attrition risk. This model will be used to score the incoming Fall 2016 cohort with results being introduced into the MapWorks platform for retention management. Evaluation of the accuracy of the developed models will be performed following the return of these students in the Spring 2017 and subsequent Fall 2017 terms.

With the establishment of the Enterprise Data & Analytics team within RITE, it is planned to continue to expand the use and deployment of predictive analytics using available tools over the next year, including evaluating strategic recruitment opportunities. Other strategies within reach next year will be the design and delivery of an institutional data warehouse which will combine transactional data on student activity from the Learning Management System (Blackboard) with other less dynamic data stored within the SIS (Banner). The availability of a true data warehouse will facilitate faster, more accurate predictive modeling as well as streamline reporting.
RITE has collaborated with the Standards for Students standing Senate committee to identify alternative strategies to encourage early registration for students returning in the Fall 2016 term. Previous efforts have focused on devising reports to identify students expected to return for the Fall semester but had not registered prior to the summer break. These reports were distributed to schools and departments resulting in inconsistent efforts to reach out to these students to encourage them to register. It was determined that a more effective approach would be to develop an email campaign targeted to this population with customized messages to reinforce the importance of early registration and to encourage students to make this effort to facilitate their own success. RITE took the initiative to develop a targeted email strategy using the information previously available in the retention reports supplemented with additional information to customize the messaging to different cohorts of students. The initial emails were distributed in May 2016 with several rounds of follow up emails scheduled throughout the summer.

Initial assessment of the impact of this effort has proven positive, with greater than 50% of the original group of identified students having registered following receipt and opening of the email message(s) with students ‘opening’ the email showing a significantly higher rate of registration compared to those only receiving, but not opening the emails. Final reports on the efficacy of this effort will be distributed in August 2016.

By The Numbers
- Total number of students receiving email: 3286
- Total number of students receiving email registered: 1703
- Ratio of registered students ‘opening’ email vs. ‘receiving’ email: 2.86:1