

DAEMEN UNIVERSITY

BUILDING ON MOMENTUM

Through Modernization,
Sustainability, and Security



DAEMEN UNIVERSITY
**Information
Technology**

Strategic Plan 2025-2030

BUILDING ON MOMENTUM THROUGH MODERNIZATION, SUSTAINABILITY, AND SECURITY



MISSION

THE MISSION of the Office of Information Technology is to provide technology leadership, expertise and services to ensure excellent infrastructure, innovation and support for students, faculty, and staff.



Information Technology

DAEMEN UNIVERSITY

VISION

Be Happy

Create a positive, supportive workplace where people enjoy their work, respect one another, and take pride in serving the university community.

Help Others

Put service first by building strong partnerships, sharing knowledge, and empowering others through reliable technology and support.

Keep Learning

Embrace curiosity and continuous improvement by developing new skills, exploring emerging technologies, and adapting to change.

Strengthen Your Team

Work together with trust, open communication, and shared accountability to build a stronger, more resilient IT team.



INTRODUCTION

Information technology has become an essential component of nearly every aspect of university life. From teaching and learning to student services, facilities, administrative operations, and institutional decision-making, technology increasingly supports the university's fulfillment of its mission.

As higher education continues to evolve, institutions are being asked to navigate rising expectations for digital services, increased reliance on data, growing cybersecurity risks, and the emergence of new technologies such as artificial intelligence. These changes present both opportunities and challenges, requiring thoughtful planning and sustained investment.

The 2025–2030 Information Technology Strategic Plan provides a framework for how Daemen University will respond to this evolving landscape. Aligned with the University's Strategic Plan and Campus Facilities Master Plan, it establishes priorities that support academic excellence, student success, operational effectiveness, and long-term institutional sustainability.

In addition, this plan draws on extensive internal planning and assessment efforts that underscored the importance of modernization, stewardship, security, and strategic partnerships. Together, these priorities will guide technology investments and decision-making over the next five years.



WHAT WE LEARNED

As part of the planning process, Information Technology engaged an external facilitator to examine strengths, opportunities, challenges, and future priorities. Several themes emerged consistently throughout these conversations.

The first was the importance of simplicity. Faculty, staff, and students increasingly expect technology to be intuitive, reliable, and easy to use. Complexity creates barriers to adoption, increases support requirements, and limits institutional agility.

The second was the importance of communication, training, and technology adoption. Technology investments provide the greatest value when users understand how to leverage available tools effectively. Supporting users through training, documentation, and engagement is as important as the technology itself.

The third was the importance of planning and prioritization. As technology becomes more deeply integrated across every area of the institution, decisions regarding systems, infrastructure, security,

and digital services must align with institutional priorities and long-term goals.

The final theme was sustainability. The university benefits most when technology environments are standardized, maintainable, secure, and designed to support long-term success.

These insights reinforced the need for a technology strategy that is intentional, sustainable, and aligned with institutional priorities. They also outlined **three guiding principles** that shape technology decision-making and **three strategic priorities** that will focus Information Technology's work over the next five years.

Together, these principles and priorities provide a framework for balancing innovation with stewardship, responding to emerging needs while maintaining essential services, and ensuring that technology investments continue to support the University's mission.

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THREE GUIDING PRINCIPLES

1

EVERY CAPITAL PROJECT IS ALSO A DIGITAL INFRASTRUCTURE PROJECT

Technology and facilities are increasingly interconnected. Network infrastructure, wireless connectivity, classroom technology, and campus security systems all rely on thoughtful coordination between facilities planning and technology planning.

Every renovation, construction project, and space modernization effort presents an opportunity to strengthen the university's digital infrastructure. By engaging Information Technology early in capital planning efforts, the university can reduce long-term costs, avoid redundant investments, improve user experiences, and ensure that facilities are prepared to meet future technology needs.

Technology planning and facilities planning are no longer separate conversations. They are components of a shared institutional strategy.

**2**

PRIVACY IS WHAT WE PROTECT. SECURITY IS HOW WE PROTECT IT.

Protecting institutional data is a shared responsibility.

Students, faculty, staff, alumni, and institutional partners entrust the university with information that must be handled responsibly and protected appropriately. As cybersecurity threats continue to evolve, protecting that information requires more than technology controls alone. It requires governance, training, awareness, partnerships, and a culture of shared responsibility.

Security is not an end in itself. Security exists to protect privacy, support institutional resilience, and enable the university to fulfill its mission.

**3**

STANDARDIZATION OVER CUSTOMIZATION

Technology environments become increasingly difficult to support when every system, process, or space is approached differently.

Standardization promotes consistency, improves reliability, reduces complexity, strengthens security, and allows limited resources to be focused where they provide the greatest institutional value. While flexibility will always be necessary in certain circumstances, the university benefits most when common needs are addressed through common solutions.

This principle will continue to guide decisions regarding infrastructure, classroom technology, enterprise systems, cybersecurity controls, and support processes.



THE STRATEGIC FRAMEWORK

To support the university's mission and strategic priorities, Information Technology will focus its efforts on strategic priorities over the next five years:

MODERNIZE

Modernization focuses on ensuring that technology environments continue to evolve in support of teaching, learning, student success, and institutional effectiveness.

PRIORITY AREAS INCLUDE

- Digital transformation and process improvement
- Colleague system modernization
- Data and analytics dashboards and workflows
- Classroom and learning space technology
- Artificial intelligence governance and adoption
- User experience improvements
- Technology-enabled student services

Modernization also includes strengthening the technology environments that support teaching and learning. As instructional methods continue to evolve, Information Technology will work closely with Academic Affairs to ensure that faculty and students have access to reliable, effective, and innovative technology resources that support academic excellence.



SUSTAIN

Sustainability focuses on maintaining and strengthening the technology foundation that supports the university's operations.

PRIORITY AREAS INCLUDE:

- Lifecycle planning and technology refresh strategies
- Operational resilience
- Governance and prioritization processes
- Technology standardization
- Long-term operational effectiveness

Sustainable technology environments allow the university to maximize the value of its investments while reducing complexity and supporting long-term success.

SECURE

Security focuses on protecting institutional data, strengthening resilience, and managing risk.

PRIORITY AREAS INCLUDE:

- Cybersecurity maturity
- Privacy and compliance
- Business continuity and disaster recovery
- Risk management
- Vendor and third-party oversight
- Security awareness and training
- Data governance and protection

Security will continue to be approached as a shared institutional responsibility that supports both operational continuity and trust.



Founders Bell
An historic bronze bell casted in 1858 by the renowned Mowbray Foundry in Troy, NY. A gift to SUNY Cortland from the Lakeland Development Corporation upon the college's 75th anniversary in 2017, and rededicated by Henry Hill College Class of 1967, this historical bell originally graced St. Margaret's School in North Buffalo.



GOALS AND INITIATIVES

The following goals and initiatives translate the University's strategic priorities, the Campus Facilities Master Plan, and the insights gained through internal planning into a focused roadmap for action. Together, they provide a framework for modernizing technology services, sustaining critical infrastructure and operations, and securing the institutional resources entrusted to our care.

MODERNIZE

GOAL M1 Advance Digital Transformation and Process Improvement

Aligned with University Strategic Plan - Priority Four:
University Infrastructure, Goal IV

OBJECTIVE 1.1

Streamline and modernize business processes by increasing the use of digital workflows and automation.

KEY INITIATIVES

- Expand Ellucian Engagement utilization to evaluate opportunities for process redesign.
- Increase electronic workflows and forms using Quali
- Improve integration between enterprise system

MEASURES OF SUCCESS

- Increased digital workflow adoption
- Reduced manual processing
- Improved user satisfaction

GOAL M2 Strengthen Data-Informed Decision Making

Aligned with University Strategic Plan - Priority Four:
University Infrastructure, Goal IV, Strategy D

OBJECTIVE 2.1

Improve access to trusted institutional data that supports decision-making, student success initiatives, enrollment planning, assessment, and academic program effectiveness.

KEY INITIATIVES

- Continue development and enhancement of the institutional data warehouse
- Expand self-service reporting capabilities
- Partner with Academic Affairs to improve access to enrollment, retention, achievement, and assessment data
- Support data literacy across academic and administrative units
- Establish consistent data definitions and governance practices

GOAL M3 Prepare the Institution for Emerging Technologies

Aligned with University Strategic Plan - Priority Four:
University Infrastructure, Goal IV, Strategy A

OBJECTIVE 3.1

Support responsible evaluation and adoption of emerging technologies.

KEY INITIATIVES

- Develop AI governance framework
- Evaluate opportunities for AI-enabled productivity
- Support faculty and staff experimentation
- Establish institutional guidance for AI use

MEASURES OF SUCCESS

- Adoption of AI governance policies
- Increased awareness and training
- Responsible implementation of approved tools

GOAL M4 Support Teaching, Learning, and Academic Innovation

Aligned with University Strategic Plan - Priority One:
Rigorous Academics, Goal III

OBJECTIVE 4.1

Partner with Academic Affairs to provide technology environments that enhance teaching, learning, scholarship, and student engagement.

KEY INITIATIVES

- Maintain and modernize classroom technology
- Support instructional technology and digital learning tools
- Collaborate with faculty on technology-enhanced teaching practices
- Evaluate emerging technologies, including artificial intelligence, that support learning outcomes
- Align classroom technology investments with facilities planning and academic priorities

MEASURES OF SUCCESS

- Increased satisfaction with classroom technology
- Improved reliability of instructional technology
- Expanded faculty engagement with supported teaching technologies
- Continued alignment between academic and technology planning



SUSTAIN

GOAL S1 Improve User Enablement and Digital Literacy

Aligned with University Strategic Plan - Priority Four:
University Infrastructure, Goal IV, Strategy E

OBJECTIVE 1.1

Empower faculty, staff, and students to make effective use of technology resources.

KEY INITIATIVES

- Expand technology training programs
- Improve documentation and self-service resources
- Increase communication regarding available services
- Promote technology best practices

MEASURES OF SUCCESS

- Increased participation in training
- Improved satisfaction scores
- Reduced dependency on routine support

GOAL S2 Promote Standardization and Operational Sustainability

Aligned with University Strategic Plan - Priority Four:
University Infrastructure, Goal IV, Strategy A
and Priority Five: Fiscal Stability, Goal I, Strategy B

OBJECTIVE 2.1

Reduce complexity and improve consistency across technology environments.

KEY INITIATIVES

- Standardize classroom technology
- Establish technology lifecycle standards
- Reduce redundant systems
- Improve software governance

MEASURES OF SUCCESS

- Reduced technology variation
- Improved support efficiency
- Increased technology reliability

GOAL S3 Integrate Technology Planning with Institutional Planning

Aligned with University Strategic Plan - Priority Four:
University Infrastructure, Goal IV

OBJECTIVE 3.1

Strengthen coordination between technology, facilities, and institutional planning efforts.

KEY INITIATIVES

- Participate in capital planning
- Align infrastructure upgrades with facilities projects
- Develop long-term technology refresh planning
- Incorporate technology requirements into renovation projects

MEASURES OF SUCCESS

- Increased IT participation in planning efforts
- Improved coordination of capital projects
- Reduced need for post-project technology modifications



SECURE

GOAL C1 Strengthen Cybersecurity and Privacy Protection

Aligned with University Strategic Plan - Priority Four: University Infrastructure, Goal IV, Strategy B & C

OBJECTIVE 1.1

Maintain a cybersecurity program that supports institutional resilience and risk management.

KEY INITIATIVES

- Continue cybersecurity awareness training
- Conduct annual assessments and testing
- Strengthen policy and governance frameworks
- Expand risk management practices

MEASURES OF SUCCESS

- Improved assessment outcomes
- Increased training participation
- Reduced cybersecurity risk exposure

GOAL C2 Enhance Infrastructure Resilience and Reliability

Aligned with University Strategic Plan - Priority Four: University Infrastructure, Goal IV, Strategy C

OBJECTIVE 2.1

Maintain secure, reliable, and resilient technology infrastructure.

KEY INITIATIVES

- Continue network modernization
- Improve monitoring and management capabilities
- Strengthen disaster recovery planning
- Maintain lifecycle replacement strategies

MEASURES OF SUCCESS

- Improved system availability
- Reduced service disruptions
- Increased resilience and recovery capability

GOAL C3 Strengthen Data Governance and Compliance

Aligned with University Strategic Plan - Priority Four: University Infrastructure, Goal IV

OBJECTIVE 3.1

Support institutional compliance requirements and responsible data stewardship.

KEY INITIATIVES

- Enhance data governance framework
- Strengthen software and vendor review processes
- Support regulatory compliance efforts
- Improve institutional data classification practices

MEASURES OF SUCCESS

- Improved compliance readiness
- Increased governance participation
- Greater consistency in data management practices





LOOKING AHEAD

The 2025–2030 Information Technology Strategic Plan reflects a commitment to thoughtful planning, responsible stewardship, and meaningful partnership across the institution. It recognizes that technology is most effective when it is aligned with institutional priorities, integrated into long-term planning, and designed to support the people who rely on it every day.

The future of technology at Daemen is defined by making thoughtful investments, focusing on the work that matters most, and ensuring that technology remains a reliable and trusted partner in advancing the university’s mission. This plan provides a framework for making intentional decisions that help the university remain resilient and well-positioned for continued success.



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