



Information Technology Services Strategic Plan Addendum January 2022 – June 2023

Introduction

The Information Technology Services (ITS) 2018-2021 Strategic Plan serves as a guiding document for the ITS department. The strategic plan lays out the department's mission, vision, priorities, and goals and was created to supplement the Bemidji State University and Northwest Technical College strategic plans.

Significant success has been achieved under the current plan and it continues to remain highly relevant to the department and both campuses. The development of a new strategic plan was intended to take place during 2021; however, the emergence of Covid-19 as a disruptor and an upcoming change in presidential leadership for the campuses created the need for a change in the timeline. The decision was made to extend the existing strategic plan across the period of January 2022 to June 2023.

Development of a new four-year strategic plan will take place from January 2023 to June 2023. Extensive campus consultation and alignment with the incoming president's strategic priorities will be key elements of the 2023-2027 Strategic Plan development.

Much of the original strategic plan remains relevant and unchanged, including the vision, mission, and several priorities, goals, and action items. Under guidance of this extended 2018-2023 Strategic Plan, Information Technology Services will continue work on key tasks and respond to critical events and challenges.

The addendum that follows is organized according to the primary priorities outlined in the 2018-2021 Strategic Plan:

1. End-User Support
2. Campus and Community Engagement
3. Security
4. Infrastructure
5. IT Team Development

The addendum includes progress updates on existing goals and tasks. Because technology moves at a fast pace and is ever evolving, the addendum also includes additional goals and action items deemed necessary until a new plan is created and approved in June 2023.

Priority 1: End-User Support

Goal 1: Educate end users on IT tools and resources

- Action Item 1: By Spring 2019, develop and utilize a thorough IT on and off-boarding process for employees. **REVISED IMPLEMENTATION DATE – SPRING 2022**
- Action Item 2: By Spring 2019, develop and utilize IT Orientation resources for students. **COMPLETE**
- Action Item 3: Beginning Fall 2018, work with Human Resources and other departments to develop and offer effective, relevant IT training opportunities each semester. **REVISED IMPLEMENTATION DATE – TBD**
- Action Item 4: By Fall 2019, promote awareness of and increase use of the ITSM/ticketing tool. **COMPLETE**
- Action Item 5: By December 2022, develop Service Level Agreements (SLA's) to define services and expected time windows for services provided by the IT department. **NEW ACTION ITEM**

Goal 2: Provide timely and transparent communication and IT solutions to our end users

- Action Item 1: By Spring 2019, develop and utilize a comprehensive website service request process in conjunction with the Office of Communications and Marketing. **COMPLETE**
- Action Item 2: Beginning Fall 2018, reduce the number of printer tickets by 25 percent and the number of printers by 5 percent each year. **COMPLETE**
- Action Item 3: Beginning Spring 2018, identify and utilize appropriate IT staffing levels prior to the start of each semester and as vacancies occur. **COMPLETE**

Goal 3: Explore, develop, and adopt technologies to ensure user needs are met (**NEW GOAL**)

- Action Item 1: Beginning Spring 2022, have a process in place for management of and communication to campuses regarding NextGen. **NEW ACTION ITEM**
- Action Item 2: By Spring 2023, determine standard technologies for workflow and process digitization and develop a method for engaging departments in a review of their workflows and processes. **NEW ACTION ITEM**
- Action Item 3: By Summer 2023, develop and launch a mobile app with student-focused functionality. **NEW ACTION ITEM**

Priority 2: Campus and Community Engagement

Goal 1: Increase IT communications across both campuses

- Action Item 1: Beginning Fall 2018, provide an e-newsletter and update the IT website at the beginning of every fall and spring semester or as major changes occur. **COMPLETE**
- Action Item 2: Beginning Fall 2018, provide an executive update on IT's vision and progress at the beginning of every fall and spring semester. **REVISED IMPLEMENTATION DATE – SPRING 2022**
- Action Item 3: Beginning Fall 2018, IT will attend at least one non-IT department meeting each semester. **COMPLETE**

Goal 2: Increase IT engagement across both campuses

- Action Item 1: By Spring 2019, create and utilize a Technology Fee Committee. **REVISED IMPLEMENTATION DATE – FALL 2022**
- Action Item 2: Beginning Fall 2018, evaluate the location of IT staff on campus at least once per year to ensure we are located in area(s) that best meet the needs of our end users. **COMPLETE**
- Action Item 3: Beginning Fall 2018, every IT staff member will participate in at least one internal BSU/NTC committee or activity each year. **COMPLETE**
- Action Item 4: Beginning Spring 2019, convene relevant stakeholders from outside the IT team to collaborate on major IT projects and issues. **COMPLETE**
- Action Item 5: Beginning Fall 2022, survey students annually to identify student technology support needs. **NEW ACTION ITEM**

Goal 3: Increase IT engagement in the greater Bemidji community

- Action Item 1: Beginning Fall 2018, encourage IT staff to participate individually or as a group in at least one greater Bemidji community event each year. **COMPLETE**
- Action Item 2: By Fall 2020, promote awareness of IT services and facilities available to off-campus constituents. **COMPLETE**

Goal 4: Promote diversity, equity, and inclusion efforts (**NEW GOAL**)

- Action Item 1: Beginning Spring 2022, assist campus departments in leveraging diversity data to support equity and inclusivity efforts and for analytical and transparency purposes. **NEW ACTION ITEM**
- Action Item 2: Beginning Spring 2022, encourage staff participation in diversity, equity, and inclusion events and professional development, both on and off campus. **NEW ACTION ITEM**

Priority 3: Security

Goal 1: Promote a culture that balances security needs and academic freedom

- Action Item 1: By Fall 2020, implement an administrative credential solution. **REVISED IMPLEMENTATION DATE – DECEMBER 2022**
- Action Item 2: Beginning Fall 2018, provide IT security information and tips to employees and students twice per semester. **COMPLETE**
- Action Item 3: By Spring 2023, complete a formal risk assessment of the IT environment and use results to guide the implementation of security awareness and controls. **NEW ACTION ITEM**

Goal 2: Help ensure the protection of data

- Action Item 1: By Spring 2019, offer and promote IT security training for all employees and students each semester. **REVISED IMPLEMENTATION DATE – TBD**
- Action Item 2: Beginning Fall 2018, review IT staff security rights each year. **COMPLETE**
- Action Item 3: Beginning Fall 2019, review security rights with at least one department each year. **COMPLETE**

Priority 4: Infrastructure

Goal 1: Ensure reliable access to the network and computing resources

- Action Item 1: Beginning Fall 2018, update core infrastructure such as cabling and network equipment whenever any new construction, renovation or remodeling is occurring on campus. **COMPLETE**
- Action Item 2: By Fall 2021, update at least 25 percent of aging fiber optics on campus. **REMOVED – RECOMMEND MOVE TO MASTER FACILITIES PLAN**

Goal 2: Ensure accessible and reliable technology tools for students in all learning environments

- Action Item 1: Beginning Fall 2018, gather input each semester regarding lab and classroom technology needs for the same semester next year. **REVISED IMPLEMENTATION DATE – TBD**
- Action Item 2: By Spring 2020, develop and utilize an annual life-cycle plan for all endpoint equipment: from acquisition to disposal. **REVISED IMPLEMENTATION DATE – TBD**

Goal 3: Move towards a more sustainable cloud environment

- Action Item 1: Beginning Spring 2019, conduct a cloud-analysis with every new service and equipment request. **COMPLETE**
- Action Item 2: By Fall 2020, utilize cloud-storage for 100 percent of individual (non-shared) files. **REVISED IMPLEMENTATION DATE – SPRING 2022**
- Action Item 3: Beginning Fall 2019, migrate at least one department to digital imaging/archiving each year. **REVISED IMPLEMENTATION DATE – FALL 2022**

Goal 4: Minimize service disruptions and control risk to IT infrastructure and systems. **(NEW GOAL)**

- Action Item 1: By Summer 2022, implement change management within the ITSM tool. **NEW ACTION ITEM**
- Action Item 2: By Fall 2022, establish a change advisory board to review, prioritize, approve, schedule, and coordinate changes to the IT infrastructure. **NEW ACTION ITEM**

Priority 5: IT Team Development

Goal 1: Invest in and support the development of IT leadership and staff

- Action Item 1: By Fall 2022, staff will develop and submit professional development goals as part of the annual evaluation process. **REVISED ACTION ITEM AND IMPLEMENTATION DATE**
- Action Item 2: Beginning Fall 2018, leadership supports the use of time and resources to allow staff to participate in meaningful staff development opportunities at least once per year. **COMPLETE**
- Action Item 3: Beginning Fall 2018, review relevant strategic plan items at each All-IT staff meeting. **COMPLETE**

Goal 2: Foster a cohesive and effective team, with a clear understanding of roles and responsibilities

- Action Item 1: By Fall 2020, identify all core and critical IT functions. Train backup staff to perform these functions. Backup staff to perform functions on a regular basis. **REVISED IMPLEMENTATION DATE – TBD**
- Action Item 2: Beginning Fall 2018, leadership supports the use of time and resources to allow staff to participate in meaningful team-building or social activities at least once per year. **COMPLETE**

Goal 3: Increase the value of and opportunities for IT student employees

- Action Item 1: By Fall 2019, create and implement a mentorship effort for all new student employees. **REVISED IMPLEMENTATION DATE – TBD**
- Action Item 2: By Spring 2019, create position descriptions for all student employees. **COMPLETE**
- Action Item 3: Beginning Fall 2018, provide customer service and technical training opportunities for student employees at least twice per semester. **COMPLETE**