

**Bemidji State University and Northwest Technical College
Strategic Plan for Technology
Academic Years 2009 - 2013**



BEMIDJI
STATE UNIVERSITY

&

NORTHWEST
TECHNICAL COLLEGE
BEMIDJI, MINNESOTA



**(Updated 04/14/11)
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Institutional Strategic Plan for Technology

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Institutional Strategic Plan for Technology

Our strategic plan for technology will create a framework to support the vision, mission, strategies, goals, and signature themes of our institutions. As the needs of our University, technical college, and our respective constituencies evolve, the implementation of technology and technology support structures will also evolve in order to meet the ever changing demands of higher education.

Annual reviews of our strategic plan for technology will provide the necessary feedback to allow for appropriate adjustments in direction. This will result in a dynamic and flexible strategic plan that will allow technology and related technology support structures to meet the needs of all constituencies.

Technology Vision, Mission, Strategy, and Values

Our vision is to create and sustain a robust, stable, efficient technology environment that delivers appropriate services to Bemidji State University and Northwest Technical College.

Our mission is to provide the highest achievable quality of technology services and support to meet the academic and administrative needs of Bemidji State University and Northwest Technical College.

In order to fulfill our vision and mission, we must accomplish the following:

- Advance the overall technology environment by maintaining and expanding a solid technology framework that meets the growing demands of an innovative and dynamic University learning and working environment.
- Use technology as a tool to enhance security and safety.
- Implement technology that contributes to the creation of an environment that attracts and retains new students.

Our planning strategy is as follows:

Review: Review and evaluate all facets of technology and its implementation.

Identify: Identify immediate, short-term, mid-term, and long-term needs.

Plan: Begin the planning process and prioritize immediate needs.

Communicate: Communicate with all constituencies.

Implement: Address immediate needs, and begin implementation of other identified needs.

Our *Strategic Plan for Technology* will provide a flexible blueprint for the future of technology at Bemidji State University and Northwest Technical College. To achieve the success we desire, we must adhere to specific values.

Our values are:

Reliability: Maintain high-levels of service that supports our core academic mission and administrative operations.

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Security: Maintain vigilance in protecting against a broad range of challenges, such as hacking, cracking, exposure of non-public information (NPI), and identity theft.

Efficiency: Direct and manage all of resources to achieve the greatest good.

Innovation: Explore new opportunities for positive change.

Engagement: Actively seek feedback from the campus community concerning technology services and support and improve bi-directional communication.

Sustainability: Consider and implement various methods of reducing the environmental impact of technology.

The vision, mission, strategy, and values comprise the required ingredients for determining goals, initiatives, and priorities. The user-centered model focuses on meeting the academic and administrative needs of both institutions, and in turn will function as a tool for shaping potential and shaping worlds.

Overview of the Strategic Plan for Technology:

The *Strategic Plan for Technology* addresses three key areas: academic, administrative, and technology environment (or core technology).

The technology environment impacts all university functions, and provides the foundation upon which technology support for academic and administrative functions are built. Therefore “Strategy A” is to “Advance the Technology Environment” itself. “Strategy B” is to “Enhance the Teaching and Learning Environment,” while “Strategy C” focuses on “Improving Administrative Functions.” Goals and initiatives will be identified for each strategy.

Guiding Principles

Technology changes rapidly. While this plan is written as a 5-year plan, it is with the understanding that comments from all constituencies will be sought as we review annually the progress made and make appropriate adjustments as required. Although we cannot predict what the future of technology holds, we can adapt to the changing landscape, and adopt appropriate technology in a fashion that best serves our vision, mission, strategies, and values.

Planning Participants

Academic Computing Committee, BSU
Tammy Bobrowsky, Acquisitions / Serials Librarian
Dr. Michael Morgan, Professor, English Department
Dr. Keith Marek, Associate Professor, Chemistry
Dr. Kathryn Smith, Professor, Professional Education
Dr. Bonnie Higgins, Associate Professor, Technological Studies

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Administrative Task Force, BSU

Mitch Davidson, Chief Information Officer
David Carlson, Registrar
Marjorie Giauque, Director, Career Services
Dr. Robert Griggs, Associate Vice President for Extended Learning and Library
Russell Hansen, Programmer Analyst Supervisor
Russell Kreager, Director of Admissions
Dale Ladig, Director, Residential Life
Paul Lindseth, Director of Financial Aid
Joan Miller, Office and Administrative Specialist, Graduate Studies
Marie Ronning, Account Clerk, Telephone Services
Aaron Stodgell, Account Clerk, Student Employment
Ivan Weir, Director, Research and Assessment

Northwest Technical College Task Force

Dr. Bruce Hemstad, Chief Academic Officer
Sheila Lapp, Instructor, Business
Anthony Schaffhauser, Director, Custom College
Dr. Barb Schueppert, Director, Institutional Effectiveness
Gwen Oster, Instruction, Construction Electrician
Lisa Bruns, Director, College Advancement
Margo Curb-Aitken, Instructor, Supervisory Management
Mark Johnson, Instructor, Auto Service Technology
Nicholle Bierberdorf, Academic Associate
Rhonda Bender, Instructor, Nursing
Shane Jenson, Information Technology Specialist

Student Senate, BSU

Becky Boe
Ryan Schwingler
Becky Rosendahl
Natalie Hursey
Jonathon Lembrink
Donna Allen
Jordan Spychalla
Mitch Lattimer
Hannah Kufuna
Leah Palmer
Wendy Fink
Karen Feia
James Foster
Joe Gould
Vitalie Robu
Andrew Spaeth
Ashley Tenney
Ashli Vevea

Planning Activities

Planning activities included the following:

- Review of the state of technology BSU and NTC by the CIO.
- Review of the 2006 Master Plan for IT.
- Creation of a rough draft based upon analysis of the above by the CIO.
- Distribution of the rough draft to task forces defined in the Planning Participants part of this document.
- Requests for review of the rough draft and feedback from the above task forces and Information Technology Services staff.
- Meetings with each of the task forces to discuss changes and additions.

Strategy A: Advance the Technology Environment

Technology may be viewed as a series of layers. The foundation is the technology infrastructure, which includes fiber optics, copper cabling, switches, routers, wireless access points, and other infrastructure hardware. Servers, storage area networks (SAN’s), direct attached server storage, magnetic tape libraries, and other devices comprise the second layer. The third layer is generally made up of desktops, printers, other peripherals, and voice over Internet protocol (VoIP) phones. The fourth layer is comprised of mobile devices, such as personal digital assistants (PDA’s) and portable computers. (It should be noted that some technology, such as software or security-related functions, exists in multiple layers in this model.)

Identification of these general layers is important for the following reason: without an appropriate foundation, successive layers that all users are dependent upon cannot function properly. Therefore, one must identify core technology requirements in order to advance the technology environment and thus meet the academic and administrative technology needs.

The identified goals and initiatives for advancement of the technology environment are below.

Goal 1: Align BSU and NTC technology

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
1.1 Interconnect BSU and NTC technology infrastructure through a high-speed, 1Gb link, which will lay the groundwork for resource management and enhanced fault tolerance and disaster recovery measures	Complete	N/A	11/08
1.2 Consolidate servers to improve efficiency and management	In Progress	Semi-annually	Mid-term
1.3 Align Help Desk operations using the same product at BSU and NTC for Help Desk call tracking	Complete	N/A	Short-term
1.4 Review VoIP and determine best implementation and support model for both BSU and NTC **Entire Nortel phone system, which is no longer supported, is being replaced Summer, 2010, with Mitel VoIP solution. Several staff will participate in required training* *NTC is complete. Due to staff loss and budgetary issues VoIP will be outsourced to Paul Bunyan Telephone for BSU during spring/summer 2011.*	In Progress	N/A	Short-term

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1.5 Review staffing model at BSU and NTC *2 positions cut during FY10 and potentially 3 in FY11 due to retrenchment*	Complete	Annually	10/08 3/11 Update
1.6 Replace outdated wired network infrastructure (switches, etc.) with new, managed Cisco infrastructure	Complete	Every 4 Years	12/08
1.7 Replace Nortel wireless with Cisco to enable universal login procedures, management, and troubleshooting	Complete	Every 4 Years	6/09
1.8 Align software platforms where possible		Annually	Long-term
1.9 Replace Packeteer Bandwidth Mangement with enhanced Procera product	Complete	Every 4 Years	1/10

Goal 2: Enhance network performance, fault tolerance, and disaster mitigation

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
2.1 Move BSU Internet connection from the 1Gb ring on the Paul Bunyan Telephone infrastructure to a new 10Gb ring, providing bandwidth necessary to support the 1Gb connection between BSU and NTC	Complete	N/A	2/09
2.2 Implement a redundant link for Internet access for BSU through an alternate fiber optic path, providing improved fault tolerance	Complete	N/A	2/09
2.3 Implement a 4-year replacement cycle for network infrastructure		N/A	Short-term
2.4 Review wireless coverage and create a plan for addressing additional wireless needs **New 802.11n high-speed wireless implemented in Lower Union** *Implemented in STC during early FY11*		Annually	Short-term
2.5 Monitor Internet and intranet bandwidth and pursue strategies to enhance when appropriate	In Progress	Ongoing	N/A
2.6 Research, plan, fund, and implement a large-scale implementation of generator power for the data center	Complete		4/10

Goal 3: Enhance server performance, fault tolerance, disaster mitigation, and web

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
3.1 Research, acquire, and implement new servers to replace existing servers as part of server consolidation	In progress	Annually	Mid-term
3.2 Research, design, plan, and implement a virtual server environment to provide fault tolerance and improve server performance *Large VMWare virtualization project partially complete, new hardware being implemented during spring/summer FY11 / FY12*	In progress	Annually	Mid-term
3.3 Migrate from Novell e-Directory to Microsoft Active Directory, reducing the service and support demands of maintaining multiple platforms *Goal is to complete by fall FY12*	In progress	Annually	Mid-term
3.4 Expand SAN storage at BSU to provide larger home directory space so less locally stored data is at risk, and	In progress	Annually	Short-term

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maintain high-availability for students, faculty, and staff			
3.5 Create and implement plan for “disk to disk to tape” block-level backup, providing an off-site storage site for critical systems data	Complete	Annually	8/2009
3.6 Update and implement a 4-year replacement cycle for servers	Complete	N/A	5/2011
3.7 Create, update, and implement a long-range plan for disaster recovery for key systems	In Progress	Annually	Mid-term
3.8 Address extensive University-wide web needs	In progress	Annually	Short-term
3.9 Research and implement a full redesign of the NTC web environment	Complete	Annually	10/09

Goal 4: Address Staffing Needs

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
4.1 ITS 1, Help Desk position <i>*Potentially eliminated due to retrenchment*</i>	Complete	N/A	10/08
4.2 ITS 2, Server position – to support both BSU and NTC <i>*Potentially eliminated due to retrenchment*</i>	Complete	N/A	12/08
4.3 ITS 2, Web position – (new FY09) to support both BSU and NTC	Complete	N/A	12/08
4.4 ITS 2, Programmer / Analyst position – to support keyless entry, SQL, and other programming needs	Complete	N/A	2/09
4.5 ITS 3, Security position – (new FY09) to support both BSU and NTC security and network needs	Complete	N/A	12/08
4.6 ITS 1, Replace Help Desk Position <i>*Potentially eliminated due to retrenchment*</i>	Complete	N/A	1/10
4.7 ITS 3, Classroom Technology Manager Position	Complete	N/A	12/09

Goal 5: Enhance Security

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
5.1 Implement required authentication (login) in BSU labs	Complete	N/A	6/09
5.2 As indicated in 4.5, implement a new security-focused position to review and manage security at all technology layers	Complete	N/A	12/08
5.3 Implement Ironport at BSU, a robust anti-SPAM, anti-phishing, anti-virus solution, consider addition of NTC	Complete	N/A	5/09
5.4 Upgrade Symantec anti-virus version 10 to version 11 on all University-owned Windows XP systems, and install version 10 on University-owned Mac OS systems	In progress	N/A	Short-term
5.5 Provide access to Symantec anti-virus version 11 for all student-owned Windows systems, and version 10 for all student-owned Mac OS systems	Complete	N/A	Complete
5.6 Review the need for encrypted e-mail <i>*incorporated for Financial Aid</i> 10/09	Complete	Annually	10/09
5.7 Review data encryption needs at the server, desktop,	Planning	Annually	Short-term

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and portable computing layers			
5.8 Review intrusion detection technology and assess appropriate solutions	Planning	Annually	Mid-term
5.9 Update our emergency notification process with Connect Ed (Blackboard Connect), implement test, evaluate. <i>Plans to implement SpectraRep Active Crawl RSS on BSU-owned desktops will further enhance the notification process by scrolling emergency messages on the display. To be piloted in FY12.</i>	In progress	Semi-annually	Short-term
5.10 Implement a Connect Ed (Blackboard Connect) contract for NTC	Complete	Annually	6/09
5.11 Review and test (with test e-mail accounts) Ironport blocking procedure for e-mails containing social security numbers to prevent accidental dispersal of sensitive information, implement if feasible	In progress	N/A	Complete
5.12 Address remote access issues, such as VPN for larger numbers of users <i>*Expansion is currently cost prohibitive</i>		Annually	Complete
5.13 Implement the same procedures for emergency notification of students, faculty, and staff at both BSU and NTC	In Progress	Annually	Complete
5.14 PCI DSS – working toward meeting the new standards for credit card processing (CIO selected as participant in the MnSCU advisory council)	In Progress	Quarterly	Short-term
5.15 Implement a new, hardware encrypted laptop hard disk standard for NTC and BSU <i>*Completed for NTC</i>	In Progress	Annually	Long-term
5.16 Implement a new internal Firewall Services Module	In Progress	N/A	Short-term

Goal 6: Enhance Support

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
6.1 Research and select new Help Desk call tracking software that will provide enhanced reporting and solutions database features	Complete	N/A	3/10
6.2 Pursue addition of Dell as an option in computer store for both BSU and NTC	Complete	Annually	6/09
6.3 Address staffing needs outlined in Goal 4 above, which in turn will enhance support operations <i>*Recalibration and retrenchment have adversely impacted initiatives outlined in Goal 4</i>	Complete	Annually	Complete
6.4 Pursue additional professional education for IT staff	In progress	Annually	N/A
6.5 As stated in Goal 3.2, implement a virtualized server environment which will reduce service interruptions that would otherwise be experienced when server hardware fails	In progress	Annually	Mid-term
6.6 Change software charge-back from a quarterly to monthly operation	Complete	N/A	Complete
6.7 Ensure that computing standards meet faculty, staff, teaching and pedagogical needs, and student needs, including hardware, software, ergonomic, and “green” considerations	In progress	Ongoing	N/A

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6.8 Update and publish minimum computer and operating system configuration standards for Windows and Macintosh platforms	Complete	Ongoing	N/A
6.9 Update and publish campus software standards for Windows and Macintosh platforms	Complete	Ongoing	N/A
6.10 Determine academic department and service area needs for specialty software and implement software as appropriate	In Progress	Ongoing	N/A
6.11 Review support needs for Minnesota Online	In Progress	Annually	Short-term
6.12 Review support needs for remote, adjunct faculty	In Progress	Annually	Short-term
6.13 Review support needs for Distance Minnesota <i>*BSU will assume responsibility for support for Distance Minnesota. Currently underway are infrastructure, power, server, and other initiatives focused upon migrating support for Distance Minnesota to BSU</i>	In Progress	Annually	Mid-term

Goal 7: Review IT Policies and Funding

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
7.1 Review IT policies, revise, and develop new policies when appropriate <i>*HEOA policy regarding notification of students of copyright infringement completed*</i>	Planning	Annually	Mid-term
7.2 Review funding strategies for IT	Ongoing	N/A	N/A
7.3 Examine cost efficiencies of standardized purchasing and procurement	In progress	Annually	Short-term

Goal 8: “Go Green”

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
8.1 Implement duplex printing in all ITS labs	Complete	N/A	9/08
8.2 Pursue duplexing in other labs, academic, and administrative areas	Ongoing	Annually	Mid-term
8.3 Review power consumption in the data center, evaluate load, implement appropriate changes	Planning	Semi-annually	Short-term
8.4 Retire outdated servers through server consolidation and virtualization <i>*Summer plans under way for replacing aging server hardware with new virtualized hardware moving forward*</i>	Ongoing		Short-term
8.5 Review EPEAT.NET when making technology purchases, and pursue purchasing of equipment that is more environmentally sound	Ongoing		N/A
8.6 Review power consumption in labs, identify and implement any new tactics for reducing power consumption	Planning		Short-term
8.7 Review the possibility of alternative energy installation to power technology in some form	Planning		
8.8 Recycle retired technology hardware appropriately	Ongoing		N/A
8.9 Test and evaluate 100% post-consumer, recycled paper	Started		5/09
8.10 Test and evaluate soy print cartridges in laser printers	In Progress	N/A	7/09

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8.11 *Related to 8.8, take advantage of Apple limited-time-only Free Recycling program – 607 systems recycled	Complete	N/A	7/09
8.12 Work with student government to implement monitoring of printing in labs in order to work toward a new printing policy	In Progress		Short-term

Strategy B: Enhance the Teaching and Learning Environment

Meeting the technology needs of students and faculty is critical to the success of our respective institutions. Equal access to computer labs, classroom technology, wireless, intranet, Internet, and other resources must be provided in order to support all educational objectives. We are committed to identifying, evaluating, and acquiring, when appropriate, new technology solutions that will meet the vision, mission, strategies, and goals of Bemidji State University and Northwest Technical College. Regular discussions through scheduled meetings with lab managers or other faculty representatives will help guide the direction of computer labs and classroom technology.

The identified goals and initiatives for enhancing the teaching and learning environment are outlined below.

Goal 9: Enhance Student Technology Access

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
9.1 Right-size the lab environment, locations, and software licensing by using appropriate tools for evaluating usage requirements, and discussing options with lab managers and Academic Computing Committee as it relates to pedagogical needs	In Progress		Mid-term
9.2 Continue to implement and update standardized software for students in ITS and departmental labs	Ongoing	Semi-annually	N/A
9.3 Continue to implement and update department-specific lab software	Ongoing	Semi-annually	N/A
9.4 Implement automated re-imaging processes (reformat / reinstallation) for lab systems to maintain high performance, trouble-free operations	Ongoing		Short-term
9.5 Maintain a 4-year rotation in ITS labs for computer and printer upgrades / replacements	Ongoing	Annually	N/A
9.6 Through required lab authentication processes mentioned in Initiative 5.1, implement controlled access of Library computer lab systems for the general public, and provide greater access to students	Complete	N/A	5/09
9.7 Continue to maintain reliable student e-mail accounts with adequate space for e-mail storage *We have completed a migration to Microsoft's Live@edu for NTC students, and are moving forward with BSU students*	Ongoing	Annually	6/11
9.8 Expand and enhance web-enabled, online data storage for students *See 9.7 above, Microsoft's SkyDrive will be utilized*	Planning	Annually	6/11
9.9 Maintain a high-level of protection from viruses, spyware, phishing, and other threats	Ongoing	Annually	N/A
9.10 Continue to provide access to online updates and plug-	Ongoing	N/A	N/A

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ins for supported software			
9.11 Continue to make graphic and video equipment available to students for academic purposes	Ongoing	Annually	N/A
9.12 Continue to provide technical support to students for “smart” classroom use	Ongoing	Annually	N/A
9.13 Maintain appropriate accessibility to campus technologies for students with disabilities	Ongoing	Annually	N/A
9.14 As stated in Initiative 2.4, review wireless access needs and evaluate costs for expansion or enhancement		Annually	Short-term
9.15 Continue to assess changing student needs for technology and review technology fee expenditures	Ongoing	Annually	N/A
9.16 Creation of new Student Technology Center in Memorial Hall, including traditional lab space, group study areas, and high-speed wireless lounge	In Progress	N/A	Complete
9.17 Research Desktop Virtualization and evaluate its potential application at BSU and NTC.	New	N/A	Short-term

Goal 10: Enhance Faculty and Staff Technology Environment

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
10.1 Implement a budgeting process that will fund a 4-year replacement cycle for standardized computer hardware for faculty and staff *Plan for 4-year rotation for faculty is in place*	In Progress	Annually	Mid-term
10.2 Continue to maintain and update software standards that meet the needs of faculty and staff	Ongoing	Annually	N/A
10.3 Continue to provide faculty and staff with off campus access to technology resources	Ongoing	Annually	N/A
10.4 Maintain and expand online data storage for faculty and staff	Ongoing	Annually	N/A
10.5 Continue to maintain reliable faculty and staff e-mail accounts with adequate space for e-mail storage *Plan, design, and implement a migration from Novell GroupWise to Microsoft Exchange	Ongoing	Annually	N/A
10.6 Maintain a high-level of protection from viruses, spyware, phishing, and other threats	Ongoing	Annually	N/A
10.7 Continue to provide access to online updates and plug-ins for supported software	Ongoing	N/A	N/A
10.8 Continue to provide technology training and Help Desk assistance for faculty and staff on hardware, software, and “smart” classrooms	Ongoing	Annually	N/A
10.9 Continue to provide operating system, hardware, and software support for faculty and staff	Ongoing	Annually	N/A
10.10 Acquire input from faculty and staff on technology needs (survey, lab manager meetings, or other methods)	Ongoing	Annually	N/A
10.11 Research new technology developments and their applicability to BSU and NTC’s respective environments	Ongoing	Annually	N/A
10.12 Review Technical Exchange Learning Lab (TELL)			
10.13 Continue to develop D2L training activities and			

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course development resources for faculty and staff			
10.14 Research, plan, fund, and implement new laptop standard for NTC faculty and select staff	In Progress		12/09

Strategy C: Improve Administrative Functions

Addressing administrative technology needs is required in order to ensure the success of our respective institutions. Continued coordination with MnSCU initiatives, as well as working to improve ISRS, is important for long-term success.

We are committed to identifying, evaluating, and acquiring, as appropriate, new technology solutions that will meet the vision, mission, strategies, and goals of Bemidji State University and Northwest Technical College.

The identified goals and initiatives for improving administrative functions are outlined below.

Goal 11: Improve Administrative Functions

<u>Initiative</u>	<u>Status</u>	<u>Review</u>	<u>Timeline</u>
11.1 Continue to work with ISRS to improve ISRS usability	Ongoing	Annually	N/A
11.2 Continue development of local applications to serve needs not met by MnSCU/ISRS	Ongoing	Annually	N/A
11.3 Develop and publish information to help departments and offices retrieve information from ISRS	Ongoing	Annually	N/A
11.4 Continue to develop functionality for submission of queries, and receiving reports from, ISRS via web browser	Ongoing	Annually	N/A
11.5 Continue coordination with MnSCU to web-enable ISRS administrative processes	Ongoing	Annually	N/A
11.6 Maintain training capabilities to support content management system for web authoring / publishing	Ongoing	Annually	N/A
11.7 Maintain and enhance access to e-student services, including student portal	Ongoing	Annually	N/A
11.8 Prioritize e-student services to be developed or improved			N/A