



INFORMATION TECHNOLOGY SERVICES ST. CLOUD STATE UNIVERSITY

IT Strategic Plan 2018

Background and Introduction:

In spring 2017, St. Cloud State University completed an external assessment of its information technology operations. The external assessment provided valuable information about opportunities for improvement and pointed to the need for the development of a strategic plan for information technology that will support the implementation of the University's new Strategic Plan, "Building a 21st Century Engaged University"; and guide decisions and resource allocations within the Information Technology Services (ITS) division and across the institution. Our new IT Strategic Plan is designed to be a strategic framework that will guide decision-making and resource allocation for the next three to five years.

IT Strategic Planning Process:

Interim President Vaidya convened a Technology Planning Team that included faculty, staff and administrative representatives from the University's various technology governance groups.

Technology Planning Team:

- Adel Ali, Campus Academic Technologies Team representative
- John Becicka, Student Technology Fee Committee Chair
- LaVonne Cornell-Swanson, Associate Provost for Faculty and Student Affairs
- Jo Flanders, IT Advisory Council
- Lisa Foss, Vice President for Planning & Engagement
- Mike Freer, Chief Human Resources Officer
- Tom Hergert, IT Advisory Council representative
- Rhonda Huisman, Dean of University Library
- Shelley Mumm, Director of Academic Operations
- Jack O'Neil-Como, Student Government President
- Phil Thorson, Deputy CIO

A significant amount of internal and external data collection and review was conducted in advance of the plan development. Existing research and documents reviewed include:

- EDUCAUSE Student and Faculty surveys
- EDUCAUSE Top 10 IT Issues
- Minnesota State IT Work Plan
- New Approaches to Higher Ed IT Strategic Planning (ECAR)
- NMC Horizon Report 2016 and 2017
- SCSU IT External Review (2017)
- SCSU Tech Fee Survey
- SCSU 2010 Technology Plan
- SCSU Strategic Plan

In addition, meetings were held with various campus stakeholder groups as input into the plan development and to review drafts of the plan as they were developed. These groups were:

- Academic Affairs
- Athletics
- Campus Academic Technologies Team
- Campus Bargaining Units (AFSCME, IFO, MAPE, MMA and MSUAASF)
- College of Liberal Arts
- College of Science and Engineering
- Finance and Administration
- Herberger Business School
- Individual stakeholders
- Information Technology Services staff
- IT Advisory Council
- IT External Assessment Team
- IT Transition Team
- Minnesota State System Office/CIO
- School of Education
- School of Health and Human Services
- School of Public Affairs
- SCSU Management Team
- Strategic Planning Committee
- Student Life and Development
- Student Government
- Student Technology Fee Committee
- Technology Pedagogical Resources Committee
- Technology Planning Team
- University Advancement
- University Library

Planning Assumptions:

The focus of St. Cloud State University's IT Strategic Plan is identifying the IT actions necessary to implement the priorities and achieve the outcomes identified in our University's Strategic Plan. While we could have pursued a number of technology strategies to achieve these goals, a set of assumptions were made in developing the plan that provided boundaries for what would be included in the final plan. These assumptions are grounded in parameters and limitations placed on the University from the external environment.

These assumptions include:



1. Students entering St. Cloud State University will be exposed to increasing levels of learning technologies prior to attending the University which will inform their expectations of the level and types of technologies available to them. There also will be differences in those experiences across the student population.
2. Advances in technology will play an increasing role in student learning, support and institutional operations and will require ongoing adjustments and realignments.
3. The Minnesota State System Office will provide and support core administrative and academic systems and the pressures to consolidate and centralize additional systems will likely continue. SCSU's role will be to provide distinguishing or differentiating technologies, local innovations, support the technology infrastructure and influence system-wide choices and implementations.
4. Funding for technology will continue to be connected to the budget realities of the University and the availability of resources to support strategic investments will likely come from reallocation or alternative revenue generation.
5. Academic programs, faculty and professional staff will continue to play a leadership role in identifying appropriate technologies or technology needs used in their programs and research, and continue to serve as an important source for academic innovations that might be expanded across disciplines and services.
6. Managing our technology infrastructure and security is an important component of our Enterprise Risk Management approach, and the IT Strategic Plan and Enterprise Risk Management Plan will need to be aligned on an ongoing basis.
7. As an industry, information technology is transforming from products and providers to solution and knowledge partners. Our technology strategies will need to anticipate and take advantage of this shift.

St. Cloud State University Guiding Philosophy Statements

St. Cloud State University Mission

We prepare our students for life, work and citizenship in the twenty-first century.

St. Cloud State University Vision

Through active discovery, applied knowledge and creative interaction, we positively transform our students and the communities where they live and work.

Our Vision Defined

St. Cloud State University makes a positive, long-term impact on the lives of our students. We provide rigorous and relevant academic experiences with engaged, active learning opportunities in an intellectually vibrant, inclusive and diverse campus community. Our graduates are well-prepared to act as responsible global citizens and professionals who remain actively connected with our university.

Our Husky Compact

Our Husky Compact is the essential and cross-cutting attributes of a St. Cloud State University education that we value as a community. It is a commitment we make to our students and students make to their education that will set them apart and prepare them to be global citizens of the 21st century.

- Think Creatively and Critically
- Seek and Apply Knowledge
- Communicate Effectively
- Integrate Existing and Evolving Technologies
- Engage as a Member of a Diverse and Multicultural World
- Act with Personal Integrity and Civic Responsibility

Information Technology Services Mission

IT is a cohesive, proactive and disciplined team that delivers innovative technology solutions while demonstrating a strong customer-oriented mindset.

Information Technology Services Vision

Lead and empower the global campus community in lifelong learning.

St. Cloud State University IT Strategic Priorities

1. Engaged Students



***SCSU Strategic Plan Priority:** Engaged student learning requires taking an active approach to delivering our educational programs and services that continually encourages our students to practice what they learn, integrating new knowledge and skills across a range of experiences. Our Husky Compact provides the framework upon which these learning experiences come to life. We will support our faculty in increasingly integrating high impact practices into learning experiences that directly engage students in active and applied learning environments. Engaged student learning also fosters the delivery of educational*

programs and support services that empower our students to grow and achieve their potential, positioning them for life-long success.

IT Strategic Plan Priority [Enhanced Student Success through IT]: St. Cloud State University believes that advancing student success requires a focus on engaging students with their own learning within and outside the classroom, and with other students, the campus and the community. In our technologically advanced and socially networked world, engagement must include the strategic use of technology to enhance their educational and social experience and prepare them for life, work and citizenship in the 21st Century. Through the implementation of the IT Strategic Plan, we will explore, provide and support technology tools, practices and resources to foster the intellectual, professional and social development of our students, including giving them the technological skills and ethical practices necessary for career success.

IT Strategic Plan Objectives: To achieve SCSU's Engaged Student Priority, the University will identify and successfully implement initiatives for the following set of IT Strategic Plan Objectives.

- **Objective 1.A: Student Learning:** Students will learn to integrate existing and evolving technologies across the curriculum, within the Liberal Education Program and in their degree programs, and through co-curricular and extra-curricular experiences, as part of Our Husky Compact learning outcomes.
- **Objective 1.B: Learning Support:** The University will support students in access to and use of technologies that enhance, capture and manage their full learning experience, including supporting their learning and enhancing their preparedness for success.
- **Objective 1.C: Student Success:** Students, faculty and advising professionals will use interactive tools and services that support student progress, success and timely graduation through integrated communication and data-informed advising.
- **Objective 1.D: Student Belonging:** Students will experience an enhanced sense of belonging through technology that helps students build community and engagement, including interaction with technology around campus.
- **Objective 1.E: Student Access:** Students will have access to St. Cloud State University academic programs, support services and technologies wherever and whenever they are.

2. Engaged Campus

SCSU Strategic Plan Priority: *Creating an engaged campus requires creating an environment that is organizationally and financially healthy, supporting the success and wellbeing of all members of our campus community. It is a commitment to become an innovative learning organization in which we learn from and support each other. Together we strive to redefine learning, relevance, engagement, inclusion, and collaboration that addresses the challenges of higher education in the 21st century and supports the diverse array of students we have the privilege to serve. As a community, we will regularly celebrate the best of what we do and hold each other accountable for the success of all our students.*



IT Strategic Plan Priority [Secure, Effective and Reliable IT]: In order to develop and support an engaged campus and achieve our strategic outcome of ‘Building a Sustainable University,’ SCSU must develop and maintain an environment that balances risk and reliable infrastructure with technological experimentation and innovation in the classroom, in research, in student services and in administrative practices. Through implementation of the IT Strategic Plan, we will prioritize and reward initiatives that demonstrate superior responsiveness and excellence in the application of technologies so they are seamless, easy to navigate and used consistently; that enhance the agility, responsiveness and cost-effectiveness of the University; and that support strategic decision-making and competitiveness.

IT Strategic Plan Objectives: To achieve SCSU’s Engaged Campus Priority, the University will identify and successfully implement initiatives for the following set of IT Strategic Plan Objectives.

- **Objective 2.A: Forward-looking and Consultative IT Governance:** The University has a forward-looking and consultative governance structure that leads and supports the implementation of the University’s IT Strategic Plan and helps guide ongoing strategy development, communication and accountability.
- **Objective 2.B: Appropriate Pedagogical Practices and Tools:** The University will create and support an environment where faculty continue to experiment with and integrate appropriate pedagogical practices and tools to prepare students to use the curricular, disciplinary and personal technologies necessary for their academic and career success.
- **Objective 2.C: Mature Analytical Organization:** The University will become an analytically mature institution, and members of the University community increasingly have appropriate and secure access to accurate and integrated data in order to inform strategies, decisions and operations.
- **Objective 2.D: Holistic Approach to Information Security:** The University will maintain a holistic and agile approach to managing institutional and individual exposure to information security risk, including ongoing education to protect the University, our employees and our students from data security threats.
- **Objective 2.E: Enhanced Processes through Digital Automation:** The University will fully leverage technology to improve our effectiveness and efficiency through digital transformation and automation of our academic, student support and business processes.

- **Objective 2.F: Modern Staffing and Comprehensive Training:** The University will build and maintain a staffing model that ensures the technology skills and capabilities needed to drive curricular, service and business innovation and provides the support infrastructure necessary to achieve SCSU’s strategic goals, including market-appropriate approaches to personnel recruitment and retention. The University community will have access to and consistently participate in ongoing, high-quality training to fully leverage available technologies that supports the achievement of our Institutional Outcomes.
- **Objective 2.G: Modern Technology Funding:** The University will develop and maintain a balanced technology funding model that sustains reliable core services and infrastructure, provides opportunities for curricular, co-curricular and business innovation and supports current and emerging disciplinary technologies and learning models.

3. Engaged Communities

SCSU Strategic Plan Priority: Engaging with our local and global communities requires a commitment to positive, reciprocal relationships that place our partners at the center of our academic, social and cultural efforts, positioning St. Cloud State University as an essential resource to continue their ongoing success. Engaged communities involve building sustained, rich partnerships that are relevant and responsive to community needs. By extending our learning environment through a global network of strategic partners and institutions, we provide our students with international learning experiences and bring the world into the classrooms at St. Cloud State University. Students benefit most from community engagement when they have access to active and applied learning experiences critical to their education—developing their own paths toward becoming engaged, active citizens throughout their lives.

IT Strategic Plan Priority [IT Enhanced and Enabled Partnerships]: St. Cloud State University will leverage technology to create greater connections and deeper engagement with our partners and collaborators.

IT Strategic Plan Engaged Communities Objectives: To achieve SCSU’s Engaged Communities Priority, the University will identify and successfully implement initiatives for the following set of IT Strategic Plan Objectives.

- **Objective 3.A: Integrated Campuses:** Students and stakeholders will have a high-quality and consistent experience with and connection to the SCSU community at all our locations (St. Cloud, Plymouth, Alnwick and Online) and with our strategic two-year institution partners.
- **Objective 3.B: Partner Relationship Management:** The University will have integrated and robust systems to manage our various external relationships and support and enhance effective communication and identify opportunities for expanding strategic partnerships in education, government and private industry, including internationally.
- **Objective 3.C: Regional Technology Consortia:** The University will develop community and industry consortiums in areas of technology priority for the region (e.g. cybersecurity, visualization, simulation and community programming).
- **Objective 3.D: Technology Employees Become Knowledge Partners:** Our University will transform its technology service strategy to become effective solution and knowledge partners.