



Information Technologies Strategic Plan 2021-2025

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Table of Contents

Introduction 3

Mission of IT 3

Primary Service Objectives 3

 #1 IT Leadership 4

 #2 Underutilization and Optimization of Banner 4

 #3 Technology Execution..... 5

Top Five Initiatives 5

IT Risk Management & Security 7

Conclusion 7

Introduction

Information Technology is vital to the success of any organization and involves arranging the right mix of skilled individuals who share common objectives and defined processes to deliver services and solutions that support the mission of the College. Lake Michigan College is served by a dedicated team whose purpose is to deliver technology to students, faculty, and staff in an accountable and cost-effective manner

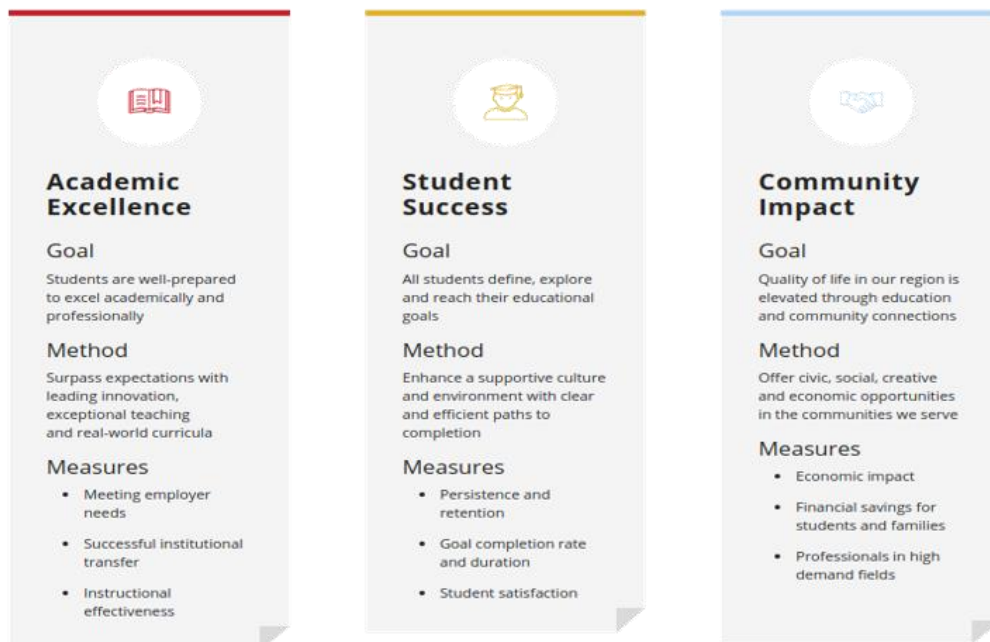
Mission of IT

Information Technology is a service organization that works in partnership with members of the College to provide technical solutions, systems, and services that support the faculty and student relationship, improves business processes, protects informational assets, and kindles innovation that advances Student Success.

Together we empower people and communities to thrive through education, innovation, and experiences.

Primary Service Objectives

IT has three constant objectives as it provides services and solutions for the College based upon the College Wide Goals.



- The first objective targets the focus on IT leadership and the need to implement the strategic plan and become collaborative to gain input from the academic and administrative representation within the college to ensure the needs of the students, staff/faculty, and

community, are met

- The second objective is a progressive focus on improving the underutilization of Banner and the optimization of Banner to better promote student success.
- The third focuses on the strategic execution of technology to evaluate all current customer and 3rd party apps to remove duplication of capabilities and implement new technologies with guidance of IT governance and change controls that follow the ITIL Framework to promote academic excellence, student success, and create a positive community impact.

#1 IT Leadership

IT leadership's focus throughout the fiscal year will maintain a concentration on governance, planning, communication, and transparency. Below are the key areas of leadership focus

- Implement Technology Governance where proposals are documented & shared, priorities are weighed against the College strategic plan & collaborative input from academic & administrative representatives via IT Governance (e.g. software purchase requests)
- Develop a culture of short, medium & long range technology planning including multi-year project plans with funding
- Consistently align IT with the Lake Michigan College strategic goals & objectives
- Create a comprehensive Technology Communication Plan including maintenance periods, software upgrade schedule/testing plan, etc.
- Create technology project roadmap & post on internal portal
- Form IT staff professional development / training plan & training support strategy for user community

#2 Underutilization and Optimization of Banner

IT's focus on the underutilization and optimization of Banner will aid the college in its goal of student success by bringing various teams within the college together to share internal knowledge and gain external knowledge that has historically been fragmented within the college. Training, knowledge sharing, process reviews, and maintaining up-to-date software and hardware will support the core focus of student success. The IT department plans to add two functional Banner users and one ERP manager to the team, allowing a broader reach of knowledge to the stakeholders and coercing a more collaborative environment.

- Identify data requirements & verify table configurations to support data management & reporting needs
- Expand primary business operations tables to reflect the complexity & scope of work.
- Review and update manual Banner processes / procedures that result in enrollment

barriers, poor student experience & productivity costs (Business Process Re-engineering)

- Transition from manual to automated processes and align workflow to support
- Document revised processes and procedures
- Champion strategy for software upgrade feature implementation / awareness
- Continue the Banner Training Plan (employee onboarding & continuing) with IT
- Require Banner core training (e.g. navigation, record select, data management) for system access & ongoing employee use
- Encourage users to attend national/regional Banner conferences & utilize Ellucian online training opportunities & eCommunities
- Complete critical report review to determine essential reports for processes

#3 Technology Execution

IT must partner with key organizations within the College to select and deploy innovative solutions that grows and furthers the mission of the College. One of the key roles for IT is to align its internal goals and objectives with that of the organization. This is a continuous process that involves developing a constructive dialog with members of the College. A key element of success involves IT building trust with members of the College to work collaboratively to solve problems and build solutions. IT must listen collectively and embrace positive tension as an opportunity for building a more effective organization.

- Evaluate all current custom and 3rd party software for duplication of capabilities and total lifecycle costs; reduce or eliminate as much as possible
- Implement robust project management principles (objectives, deliverables, tasks, timelines)
- Implement change control process to manage all system changes and updates
- Create and implement IT governance / management group to deal with cross – department data issues/decisions & associated processes
- Determine data stewards (who is responsible for managing what data)
- Create data management procedures
- Data integration with Banner
- Data integrity evaluation strategies for ensuring critical data is complete & accurate
- Establish Data Dictionary – a centralized repository of information about data such as meaning, relationships to other data, origin, usage, and format

Top Five Initiatives

The IT Department's focus on five core initiatives will allow ample bandwidth to manage daily operations and create a emphasis on student success and academic excellence. The five initiatives are as follows:

- Upgrade from Banner 8 to Banner 9: As part of the College’s migration to Banner 9, users can expect:
 - A more modern user experience within a web browser
 - Faster load times
 - Migration from old hardware to new hardware to ensure stability of the Banner environment.
 - Collaborate on Banner 9 self-service upgrades, Degreeworks upgrades, and other key needs
- Continuation of IT Governance: IT Governance allows for the College to ensure the right projects are being initiated for the right reasons. Governance will take into account multiple variables and gain approval from multiple teams within the college. Governance will promote risk management, accountability, focus on the big picture, maintain a defined project plan, and determine a required outcome.
- Security Enhancements: Data security is a focus within the College that the IT department takes seriously. Improvements include the implementation of:
 - Cisco Identity Services Engine (ISE): Through its integrations with leading networking and threat defense solutions, its deep network visibility, and its secure access control capabilities, ISE safeguards your network, stops threats, and empowers your network security capabilities.
 - Dual Factor Identification: The implementation of Dual Factor Identification allows for peace of mind that there will be a warning if an account is being compromised by informing a user of potential unauthorized access.
 - Keeper Password Security: The IT department is implementing Keeper to ensure proper storage and management of system and other passwords.
 - LAPS: The implementation of the Local Administrative Password Solution (LAPS) provides management of local account passwords of domain joined computers, allowing for a more secured protection against unwanted intrusion
- Cloud Initiative: LMC IT will follow a cloud first methodology for all new IT services and solutions.
 - Existing services and applications will be evaluated for migration to cloud services when any of the following factors apply:
 - · Aging hardware
 - · Unsupported application version
 - · Major upgrade or migration
 - · Maintenance renewal
 - · Increasing cost

While we will prioritize cloud solutions over traditional infrastructure, **“cloud first” does not mean “cloud always”**. Current requirements or constraints will dictate when the cloud makes sense. Our goal is to align with strategic objectives but not introduce unnecessary risk. When needed, we will utilize our off-site private cloud resources for those services where public cloud doesn’t make sense or add value. We will limit on-campus infrastructure to only what’s absolutely necessary based on very specific use cases.

Software-as-a-Service (SaaS) will be the cloud model of choice whenever possible. We will seek to streamline all custom-designed solutions using our trusted cloud provider Platform-as-a-Service (PaaS) offerings where available and Infrastructure-as-a-Service (IaaS) when needed.

This strategy will enable us to make the most efficient use of LMC IT resources by reducing complex solutions, shifting more risk to our vendors, and taking advantage of their expertise and specialization. As a result, we can offer a better solution to our customers.

- Service Desk: Implement SLAs for ticket response time at the service desk

IT Risk Management & Security

As the IT department works toward improving technology execution and Banner optimization, risk and security are at the forefront of every decision. To maintain high standards that minimize risk, the IT department will work diligently to collaborate so a possible event that could cause loss/ harm or affect the ability to achieve objectives is minimized and mitigated early. The steps in dealing with risk include identifying the risk, analyzing the risk, and managing the risk. Areas covered in risk management include:

- Problem management
- Change Management
- Service Delivery
- Availability Management
- IT Service Continuity

Conclusion

The IT Service department will track all progress via JIRA, our internal ticketing system. Doing so will allow for Key Performance Indicators (KPIs) to be reported showing progress in all areas mentioned above, as well as other areas of the IT Service department.