

ADMINISTRATIVE SUPPORT & BUSINESS OPERATIONS

DEPARTMENTAL GOALS & OBJECTIVES

	Percent Complete	Status	Responsible
GOAL 1: Establish, document, and standardize all Administrative and Business Operations processes and procedures.			
Objectives			
Improve the accuracy and effectiveness of the operational budget tracking process to meet senior leadership and administrative support needs.	0%	Not Started	Avis Patten
Identify and document all Administrative and Business Operations process and procedures.	0%	Not Started	Avis Patten
Attend annual professional development opportunities and engage in peer mentoring and cross training.	20%	In Process	Avis Patten
Goal 2: Reduce the use of paper documents and improve the efficiency and effectiveness of administrative business processing using digital storage and electronic workflows.			
Objectives			
Research, recommend, and implement a centralized digital repository for storing all electronic records.	0%	Not Started	Avis Patten
Eliminate the use of paper documents by leveraging digital forms and electronic workflows.	0%	Not Started	Avis Patten

ADMINISTRATIVE SYSTEMS

DEPARTMENTAL GOALS & OBJECTIVES

	Percent Complete	Status	Responsible
GOAL 1: Upgrade all administrative business applications and hardware to remain current and to promote student success.			
Objectives			
Replace the Banner Real Application Cluster (RAC) environment with modern hardware.	0%	Planning	Kelley Baran
Run an annual “Applications Upgrade Project” to ensure all supported business applications remain current.	75%	In-Process	Kelley Baran
Goal 2: Complete the deployment of Banner 9 to the Bridgewater State University campus.			
Objectives			
Complete all prerequisite upgrades to introduce Banner 9 to the campus.	100%	Complete	Kelley Baran
Upgrade all Banner 8 modules to equivalent Banner 9 modules.	100%	Complete	Kelley Baran
Raise awareness and promote the adoption of Banner 9 to the BSU community.	50%	Not Started	Kelley Baran

COMPUTING SUPPORT SERVICES, MEDIA SERVICES, IT SERVICE CENTER

DEPARTMENTAL GOALS & OBJECTIVES

	Percent Complete	Status	Responsible
GOAL 1: Modernize all classroom and employee computing hardware to promote student success and to remain current with industry standards.			
Objectives			
Upgrade all classroom and meeting space audio visual (AV) technologies to support digital standards.	25%	In Process	Lisa Grosshart
Refresh all classroom, meeting space, and employee workstations greater than four years old.	100%	Complete	Ritesh Chandra
Upgrade all client operating systems on all BSU issued workstations to Windows 10 or later.	5%	In Process	Ritesh Chandra
Goal 2: Merge the Media Services (MS) and Computing Support Services (CSS) departments to achieve operational and service excellence.			
Objectives			
Establish a formal student employee mentorship program to cross-train student staff on IT Service Center, Media Services, CSS, and ResNet responsibilities.	0%	Not Started	Steve Zuromski
Establish a formal student employee mentorship program to cross-train student staff on IT Service Center, Media Services, CSS, and ResNet responsibilities.	0%	Not Started	Trish Jones
Goal 3: Improve the password management experience for Bridgewater State University faculty, staff, and students.			
Objectives			
Recommend and implement a new self-service password reset utility.	0%	Not Started	Steve Zuromski
Decommission the custom-built ColdFusion password reset utility.	0%	Not Started	Trish Jones

PROJECT MANAGEMENT OFFICE

DEPARTMENTAL GOALS & OBJECTIVES

	Percent Complete	Status	Responsible
GOAL 1: Expand the use of formal project management practices across Bridgewater State University.			
Objectives			
Obtain senior leadership approval to rename the IT Project Management Office to the "Institutional Project Management Office."	0%	Not Started	Tom Groh
Expand the use of TeamDynamix across the institution.	25%	In Process	Tom Groh
Increase Project Management Office headcount from four (4) to five (5) full-time employees (FTEs).	0%	Not Started	Tom Groh
Goal 2: Continuously invest in the professional development of all Project Management Office staff through peer collaboration, industry certifications, and other proven talent management practices.			
Objectives			
Achieve and maintain Project Management Professional (PMP) or other industry certifications for all PMO staff.	0%	Not Started	Tom Groh
Identify and attend annual professional development opportunities that focus on Project Management and IT Service Management (ITIL, Lean, Agile) principles and frameworks.	0%	Not Started	Tom Groh
Increase individual project manager technical and business process knowledge through peer mentoring and diversifying project manager assignments.	0%	Not Started	Tom Groh
Goal 3: Improve the University's Project Management Maturity Level to a level 4 out of 5.			
Objectives			
Creation of a "Project Management Maturity Roadmap" that identifies the individual processes needed to increase the PMO maturity to a level 4.	0%	Not Started	Tom Groh
Implement the required process improvements as defined in the Project Management Maturity Roadmap.	0%	Not Started	Tom Groh

INFRASTRUCTURE SERVICES, SECURITY, RESNET

DEPARTMENTAL GOALS & OBJECTIVES

	Percent Complete	Status	Responsible
GOAL 1: Invest annually in hardware and software upgrades to remain current and mitigate unnecessary risk.			
Objectives			
Successfully upgrade the University's legacy phone system.	0%	Planning	Dave DeLutis
Modernize the University's network infrastructure by completing an upgrade of all wired and wireless hardware.	25%	In Process	Dave DeLutis
Upgrade all server 2008 operating systems to a minimum of Server 2016 or Red Hat Enterprise Linux 7.5.	30%	In Process	Cuong Vu
Goal 2: Consolidate and modernize University data centers to reduce our footprint and increase our use of cloud services.			
Objectives			
Officially retire the Boyden Data Center by decommissioning or relocating all existing technology infrastructure to alternate data centers or to cloud hosted services.	0%	Planning	Cuong Vu
Move a minimum of 10% of existing workloads to Microsoft Azure cloud services.	5%	In Process	Cuong Vu
Goal 3: Improve the University's information security posture by continuing to invest in innovative technological solutions and proven talent management practices.			
Objectives			
Sponsor an annual "Information Security Improvements" project to continually improve the University's information security posture.	15%	In Process	Dave Marion
Transition to Microsoft Azure as the sole authentication provider for all Single Sign-On (SSO) services.	5%	In Process	Cuong Vu
Grow the Information Security Office by promoting or hiring at least one new dedicated Information Security Analyst.	0%	Not Started	Dave Marion
Invest in the professional development of Information Technology staff through security specific trainings and through IT Security Awareness programs for the BSU community.	25%	In Process	Dave Marion

TEACHING & TECHNOLOGY CENTER

DEPARTMENTAL GOALS & OBJECTIVES

	Percent Complete	Status	Responsible
GOAL 1: Promote the adoption of educational technologies to enhance student success.			
Objectives			
Migrate the University to Blackboard Ultra by the year 2020.	0%	Not Started	Eric LePage
Increase adoption of the Blackboard Grade Center to increase student success and retention.	25%	In Process	Eric LePage
Develop on-demand multimedia content for delivery of instructional technology professional development for faculty.	30%	In Process	Eric LePage
Establish a stronger social media presence to disseminate emergent technology news and important IT updates.	100%	Complete	Eric LePage
Goal 2: Develop educational digital content in support of teaching & learning.			
Objectives			
Partner with faculty to produce engaging video and podcast lectures for flipped classroom use.	25%	In Process	Eric LePage
Develop mixed reality educational content to increase student learning engagement.	15%	In Process	Eric LePage
Develop a repository of open, free, and interactive learning content to reduce student costs.	0%	Not Started	Eric LePage
Adopt Blackboard Ally as a means of ensuring that uploaded digital content in Blackboard is accessible to all learners.	0%	Not Started	Eric LePage
Goal 3: Improve the quality of hybrid and fully online course offerings.			
Objectives			
Expand the pool of certified Quality Matters Peer Reviewers.	20%	In Process	Eric LePage
Provide on-going online professional development opportunities for faculty.	50%	In Process	Eric LePage
Increase faculty submission of online courses and syllabi for Quality Matters Peer Reviews.	30%	In Process	Eric LePage