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University Information Technology Strategic Plan

February 26, 2008 - Final

CSULB Strategic Planning Core Group

This report was developed and written under the guidance and input of the IT Strategic Planning Core Group at CSULB. Members of the Planning Group include:

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Introduction

Background

In 2007 the CSU campuses were asked by the Chancellor's Office to develop IT strategic plans. Developing an IT strategic plan not only responds to the Chancellor's Office request, but also helps our campus fully define its IT needs and further integrate and coordinate our various IT efforts. This integration is a step in the right direction of using IT to serve the strategic needs of the University.

This is the first university-wide IT strategic plan developed by our campus. We began the IT strategic planning process knowing that we would leave the planning in an intermediate state that would allow input and guidance from the AVP for Academic Technology when the role was filled. The IT Strategic Planning Core Group was the primary team leading the process. Appointed by the division Vice Presidents, this group was the decision-making body for the process and produced recommendations for review and input by stakeholders and IT-related campus advisory groups and committees. The group organized the effort and developed the process to be followed. Their goals were to: A) agree on a general approach and format for the strategic plan, B) identify and synthesize a shared set of University priorities for IT efforts, and C) evaluate the expected benefits, impact and approximate cost of the various university-wide IT goals and strategies. We believe this IT Strategic Plan meets these objectives, and lays the foundation for a more in-depth process in calendar year 2008 and on. We fully expect to coordinate the IT strategic plan with our faculty senate and other relevant advisory structures.

We are aware that funding plays a major role in executing effective IT strategies. The approach we have sought is to have the initial IT strategic plan evaluate the big questions and issues we must deal with, identify the shared set of University priorities, and then open up the discussion to understand the funding implications. Once we deal with the funding implications during 2008, we will be able to craft appropriate long-term strategies. We believe this iterative approach best suits our University's objectives at this time while allowing the ability to update and refine the plan in the future.

Scope and Content of the IT Strategic Plan

Because this document is an initial, high-level IT Strategic plan, the items in scope for this document included a 6-month effort with a core group selected by Vice Presidents of each division to identify higher-level IT needs; gathering, comparing, and analyzing the independent division IT plans to determine common themes or conflicts; and developing recommendation(s) on a coordination body, process, or committee responsible for acting on the IT strategies and goals suggested in this document and taking them forward. In addition, recommendation(s) would be developed on how to proceed with developing a full IT strategic plan in the future.

Based on this scope, we have created four main sections of the plan. The first section contains the Objectives for IT Strategic Planning at CSULB; the second section develops the Guiding Principles, which help guide the campus in selecting IT goals wisely; the third section outlines the overarching university IT goals and strategies that will benefit the entire campus, and the fourth section suggests groupings for prioritizing the goals and strategies within the campus' current budget climate.

How IT Strategic Planning Should Be Developed and Used

While this Campus IT Strategic Plan itself will guide our efforts for the next one to three years, we acknowledge that Strategic planning is an ongoing effort, and will revisit our success in meeting our goals and adjust our actions as needed to improve. IT is constantly changing; to provide value, we must continually adapt to these changes to meet the needs of University users. Strategic planning documents are developed to be used as tools, updated and improved on a continual basis. IT strategic planning must begin with the university's business drivers so that IT decisions are developed that are consistent with university priorities and goals. In addition, IT strategic plans should be developed in coordination with the campus strategic planning process. As the university changes and grows, so too does the IT strategic plan. IT decisions must align to business requirements and not be made for the sake of technology itself.

Mapping IT Goals and Strategies to University Mission & Priorities

All unit and division IT goals and strategies need to conform to or advance the university's overarching mission and priorities. For CSULB, IT goals and strategies need to support and further the following:

Mission

CSULB is a diverse, student-centered, globally-engaged public university committed to providing highly-valued undergraduate and graduate educational opportunities through superior teaching, research, creative activity and service for the people of California and the world.

Campus Priorities

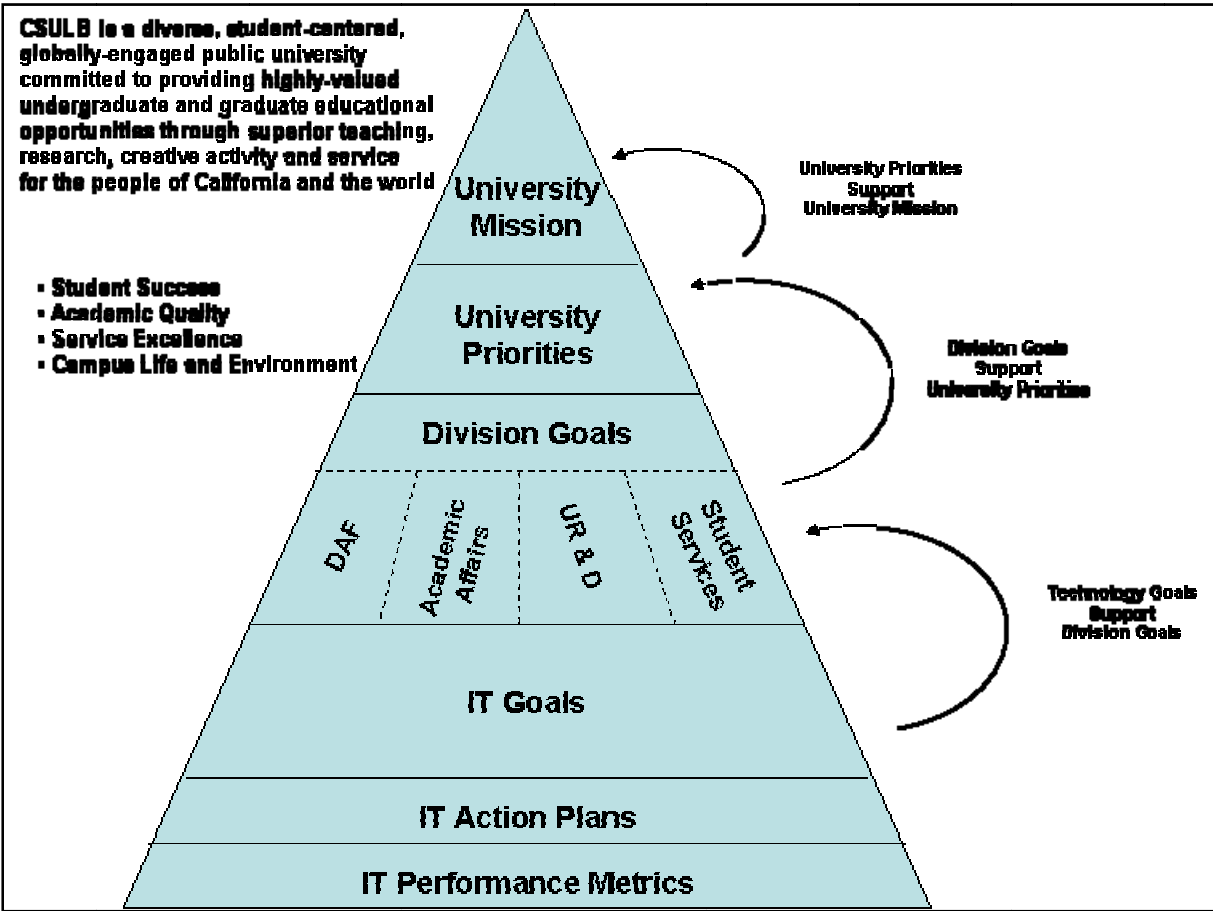
Student Success

Academic Quality

Service Excellence

Campus Life and Environment

As IT goals are defined and agreed upon, action plans must be developed, owned, executed, and monitored regularly. Metrics need to be established to define success and to ensure progress is being made. This is illustrated in the graphic below. As mentioned earlier, this document is focused on the more common and higher-level IT strategies and goals. Thus, future efforts will need to focus on developing a comprehensive IT Strategic plan as well as action plans, owners, metrics, and resources to execute it.



Objectives for IT Strategic Planning at CSULB

As the IT Strategic Planning committee began work, the following objectives were agreed to for the university's IT strategic planning efforts:

- To integrate and coordinate various independent IT efforts
- To stay abreast of the technology and to support coordinated decision-making
- To ensure our faculty, staff and students have the skills and resources to effectively utilize and develop technology
- To identify the resources, people and organizations needed for effective use of technology to meet our institutional mission
- To create the communication channels and infrastructure to support communication and coordination between units
- To make conscious, informed decisions on appropriate campus-wide infrastructures
- To understand where strategic partnerships with external providers could give us a leap forward, such as with leasing arrangements
- To understand and focus our institution on the end user experience and resultant effectiveness of usage
- To create methodologies and templates that will encourage a process that captures user requirements, pros, cons and analysis, cost analysis, review of existing services in all campus-wide decisions
- To identify ways to increase the accountability for making IT decisions to ensure successful implementation and sustainability.
- To broaden our perspective and look at outside experience and ensure we have organizations and processes to share this information with all relevant units
- Facilitate decisions about IT so the campus can continue to receive value from the use of IT.

Guiding Principles for CSULB's IT Strategic Planning

Guiding principles are established to help guide the campus in selecting IT goals wisely. The intent of clarifying these guiding principles is to support IT decision-making across the campus, as IT providers and decision-makers should consider these principles in all major IT decisions.

We understand that the CSULB culture allows both centrally-managed and locally-managed IT services, and we expect this culture to continue. The following guiding principles represent a vision for how the various divisions, colleges and departments of CSULB can move forward together, even in locally-managed services. There is no implied prioritization of the order of the guiding principles.

GP 1) Technology needs to further the mission and vision of the University.

As described in the previous section, the implementation and use of technology should meet the core needs of the University – academic, administrative and service – rather than purely expanding the use of technology.

GP 2) Technology decisions should include broad input from users and stakeholders across departments, colleges and divisions impacted by the decisions.

Decisions about the selection, use, support and life-cycle of technologies will be made with the involvement of the users and stakeholders who are impacted by the technology's use. Decisions at all levels about IT services and directions will be made in an open manner to promote sharing with others who face similar decisions. The campus, collegiate and departmental plans will guide decisions concerning technology.

GP 3) New technology should be pursued only after it is determined there is no existing service to adequately meet the need. Administrative "shadow" systems should be minimized or phased out where they duplicate functionality that already exists and can compromise data integrity when not obtained from the system of record.

When new technology services or systems are needed to meet user requirements, IT providers should first determine which existing services or systems already exist at CSULB. When existing services or systems could provide the new service with reasonable adaptation or modification, this solution should take priority over creating a new service or system. IT providers should collaborate with other providers - across campus or outside - to find alternate solutions to commonly-defined problems.

GP 4) Technology users and providers need to collaborate by first understanding the problems - based on academic and administrative needs, and then let the technology providers take the lead in providing suggested solutions.

Technology affects almost every function of the University, and we need to elevate the discussion of how technology should serve the academic and administrative missions. CSULB has a history of decomposing issues into such categories as HR issues, enrollment issues, technology issues, etc. Typically, this decomposition of issues pushes the technology conversation down to tactical matters such as how to run a specific server. This must change - technology should be utilized to solve problems and should not be the end goal in itself. Based on this view, the university should not base its technology decisions on abstract or technical IT concepts. These changes should be based on how technology affects the everyday lives of faculty, staff and students - the academic and administrative missions of the University.

GP 5) "Integration", "ease of use" and "accessibility" should be expected features of all new systems or technologies.

Campus applications, systems, communications devices and classroom technologies must be integrated, easy to use and accessible so as to provide effective IT systems for the campus. The judgment of "ease of use" should be focused on the holistic user experience across multiple systems, even when these systems are developed and supported by multiple providers. Ease of use and the ability to integrate with other systems are two of the most important aspects of IT systems. We recognize that systems that can reuse, build upon, and integrate with our existing systems provide more value to the University and will favor systems with these characteristics.

GP 6) IT Infrastructure will be designed and implemented to provide a foundation for other services, using maintenance and funding models that are sustainable.

The hardware and software infrastructure required to support information technology must be secure, reliable and cost effective. Capital planning for maintaining, replacing, and renewing is an important part of sustaining the IT infrastructure. The infrastructure will support basic services across the campus and provide those services for all departments and classrooms. For this purpose, IT infrastructure includes the fiber in the ground, the wiring in the walls, the servers supporting applications, middleware, classrooms and other equipment and services broadly needed to provide applications. Equally important to providing a solid foundation, the infrastructure must be interoperable and consistent.

GP 7) The University must examine opportunities for business process improvements in conjunction with the adoption of IT systems. Services are not just about technology nuts & bolts.

An analysis of existing administrative processes and an examination of opportunities for process improvement is an important precursor for modifying existing or implementing new systems. In many cases, understanding the capabilities of technology helps educate us to business process possibilities; however, we should explore the implications of changing how we do business - the people and process - when exploring new technology services. This is especially true in enterprise-class administrative systems where customization can significantly increase lifecycle resource requirements and limit our ability to migrate to other solutions. When we identify a need to implement an application, we will define our ideal process and examine the marketplace for an application meeting those standards. If the closest match does not meet our goals, we will ask this question: Do we modify the application to meet our ideal process or do we relax our ideals and make process adjustments that fit in with the application?

GP 8) IT decisions must always include plans for the ongoing support and provision of services. These plans should include how the services will meet security, accessibility, personnel workload, interoperability needs, and budget constraints.

When a project is approved or a new IT effort undertaken, budget needs must be part of the approval process and we should encumber the full set of funds including ongoing support and maintenance. A key aspect of effective planning for ongoing support is adequately providing customer support and training.

GP 9) IT Services will be delivered using a balance of central and local providers and using partnerships to provide the most effective delivery of IT services to the campus.

IT services, infrastructure, and support are delivered at CSULB through a combination of centralized and local resources. This hybrid approach is an asset for the campus and it must continue to recognize the unique strengths of the many local and central IT providers. Achieving a balance among these providers

requires collaboration with each delivering the portion of the service that best fits their strengths. Some factors influencing the balance for any one service are listed in the table below.

More Local	More Central
The optimum balance for the provision of IT services is more towards the local end of the spectrum when:	The optimum balance for the provision of IT services is more towards the central end of the spectrum when:
The service requires flexibility and adaptability to meet local needs	The service benefits from economies of scale
The service is unique or has significant variability among departments	The service is more "utility like" in nature
There is value to service providers, staff, faculty, students or the public in having a consistent service with peer units at other institutions	There is value to service providers, staff, faculty, students or the public in having a consistent service across the campus
The service requires significant individualized support	The service requires highly specialized skills and relatively small efforts at the local level
A new service is not expected to grow to campus-wide use	The service increases in value as the breadth of campus use increases
A new service is expected to grow, but the transition to an enterprise service is not yet appropriate	The service is expected to provide significant integration with other IT systems
There are minimal security and/or compliance issues and low institutional risk exposure	There are significant security issues or the service exposes the institution to high risk
A central system does not allow for necessary customization	A centrally-delivered service is responsive to local needs
It is more important to be agile at the local level, than at the central level	Many campus units depend on the service
The information in a system needs to be consistent within one discipline	The information in a system needs to be consistent at a campus scale
<i>Example: Local Technical Support</i>	<i>Example: Network and Telecommunications Services</i>

IT Goals and Strategies

Common IT Goals and Strategies across Divisions

Using each division's independent IT goals and strategies, the following have emerged for overarching university IT goals and strategies. These common goals and strategies should result in benefits and efficiencies for the entire university.

The goals and strategies are not listed in priority, but the choice of which goals to pursue and which strategies to follow do carry inherent priorities. The choice of goals should clarify where we should focus our vision and resources within the IT community, and the choice of strategies should clarify the recommended approaches for the University to meet the goals.

Goal 1. Directed by our IT Guiding Principles, expand and support our campus-wide technology foundation - both hardware and software – to provide common services needed by all divisions.

Strategies:

- A. Provide a *common email and calendaring system* as a centrally funded service.
- B. Provide a new set of *collaboration tools* for use by staff, faculty and students.
- C. Provide ubiquitous *wireless access across campus*.
- D. Develop a *campus-wide desktop and laptop refresh policy*. Establish a standard and come up with global purchasing system.
- E. Provide *event registration and event calendaring*.
- F. Provide *ample data storage* leveraging economies of scale with a common infrastructure and support (such as server virtualization and/or storage area network (SAN) technologies).
- G. Evaluate and develop common methodologies and infrastructure for *web site development and content management*.
- H. Extend our use of the Common Management System (CMS) system of record to focus on *supporting administrative needs in all divisions*, including analytics, reporting and decision-making support.

Goal 2. Fully implement and participate in the CSU IT initiatives and broader trends that increase our effectiveness in meeting the University's core mission. See Appendix B for current list of CSU IT initiatives.

Strategies:

- A. Assertively pursue the *Accessible Technology Initiative* to bring campus into full compliance with new CSU Chancellor's Executive Order 926.
- B. Complete the Academic Affairs risk assessment and develop the *baseline security guidelines* and implementation in coordination with other IT providers.
- C. Taking advantage of the system-wide *Learning Management System initiative*, make a decision on our LMS technology for BeachBoard for the next 3 - 5 years.
- D. Create an ongoing system of *assessment and research* on student learning styles, student skill levels, faculty skill levels, institutional processes, instructional innovations and their effect on student learning.
- E. Evaluate and develop plans for a *campus-wide portal* to streamline information access by faculty, staff, students, alumni and the general public.

Innovative Campus-Wide IT Goals and Strategies

Many of the IT goals and strategies identified by the IT Strategic Planning Committee will require the campus to work in new and different ways. We are calling these "innovative" IT goals and strategies and they need to be taken on carefully in order to manage potential impact to organizations, budget, oversight, working relationships, etc.

Goal 3. Create the tools and templates that enable all divisions to share best practices. Increase overall efficiency, avoid "reinventing the wheel" and improve efforts to avoid operating completely independent of one another.

Strategies:

- A. Create a more agile, decision-oriented *IT governance structure* selected at a new but appropriate level.
 - This IT governance structure should include a committee of 5 - 8 people representing all divisions to meet often to prioritize, coordinate, plan, execute and manage the various IT projects and efforts.
 - This group should report directly to the Provost and VPs, who can provide the authority and decision-making needed, with visibility to the President.
 - This group should focus on plans and priorities and should be aware of the entire gamut of IT efforts underway or proposed.
- B. Create an *online space to share IT project and functional information*, such that project and functional leaders can find related projects on campus and reduce duplication of effort.
- C. Utilize simple, effective *templates for IT decision-making* and organization, ensuring that IT initiatives meet business and academic requirements and can be prioritized by the university.
- D. Ensure all *new construction and facilities modifications* include voice, data and multi-media connections to meet user needs.

Goal 4. Create training and technical support programs to ensure IT users and providers can effectively use our technology services.

Strategies:

- A. Provide improved *technical training for faculty, non-technical staff, and students* in order to ensure that they have the skills and resources to effectively utilize technology.
- B. Consistently and equitably provide *ongoing professional development for technical staff* so they can provide improved support to users.
- C. Perform a separate *assessment of all campus help desk and technical support activities*. Find where coordination or centralization might A) improve service to users and B) create

efficiencies to relieve the workload of our IT staff. This includes a conscious definition of what services we need to provide, whether they can be centralized or not, which common tools and methods are needed, and which organizations should provide these services.

- D. Evaluate and deploy a set of *deployment tools* to provide consistent provisioning of computer images.

Goal 5. Perform an IT Review to gather, consolidate and analyze information on existing activities and operating budgets into one report in order to formulate a sustainable IT funding model.

Strategies:

- A. Perform a *comprehensive, campus-wide assessment of current technologies and resources* – our “as-is” condition.
- B. *Organize and prioritize IT efforts* into baseline operations and discretionary projects, describing available funding sources, what projects we are doing now, and what we want to accomplish in the future.
- C. When appropriate, ensure that we can *measure success and measure completion* of our IT efforts.
- D. Use the IT Review to define and develop a *target IT funding model* that supports basic infrastructure costs, ongoing services costs and prioritized funding of new projects.

Evaluating Scope and Priorities of IT Goals and Strategies

We fully understand that the implementation and final priority of the strategies will depend upon funding availability, and as such, this document is an input into the campus budgeting process. Based on the difficult budget situation that our campus is in the next few years, we recommend that the strategies be evaluated in the following groups.

Strategies in Progress

The university already endorses the following strategies, and IT efforts are already in progress.

Strategy 1C: Provide ubiquitous *wireless access across campus*.

Strategy 2A: Assertively pursue the *Accessible Technology Initiative* to bring campus into full compliance with new CSU Chancellor's Executive Order 926.

Strategy 2B: Complete the Academic Affairs risk assessment and develop the *baseline security guidelines* and implementation in coordination with other IT providers.

Urgent Strategies with Minimal Budget Impact

The following strategies are urgent and should have minimal budget impact.

Strategy 1G: Evaluate and develop common methodologies and infrastructure for *web site development and content management*.

Strategy 3A: Create a more agile, decision-oriented *IT governance structure* selected at a new but appropriate level.

Strategy 3C: Utilize simple, effective *templates for IT decision-making* and organization, ensuring that IT initiatives meet business and academic requirements and can be prioritized by the university.

Strategy 5A: Perform a *comprehensive, campus-wide assessment of current technologies and resources* – our "as-is" condition.

Strategy 5B: *Organize and prioritize IT efforts* into baseline operations and discretionary projects, describing available funding sources, what projects we are doing now, and what we want to accomplish in the future.

Strategy 5D: Use the IT Review to define and develop a *target IT funding model* that supports basic infrastructure costs, ongoing services costs and prioritized funding of new projects.

Urgent Strategies with Significant Budget Impact

The following strategies are urgent, but they should be analyzed against our budget needs.

Strategy 1A: Provide a *common email and calendaring system* as a centrally funded service.

Strategy 1D: Develop a *campus-wide desktop and laptop refresh policy*. Establish a standard and come up with global purchasing system.

Strategy 1H: Extend our use of the Common Management System (CMS) system of record to focus on *supporting administrative needs in all divisions*, including analytics, reporting and decision-making support.

Imperative and Important Strategies

The remaining strategies are listed as either imperative or important. While they are part of the comprehensive strategic plan we have developed, the final priorities and ordering of these strategies should be set by the appropriate campus-wide IT governance group.

Matrix

The following matrix provides a summary of the details, scope, and priority for all strategies. Each strategy in this matrix is accompanied by a separate document that fully elaborates on the details of the strategy. These documents are available in the document "Attachment 1: ITSP Strategies Master Document".

Appendix A: Summary Matrix of IT Goals and Strategies

Goal 1: Expand and support our campus-wide technology foundation to provide common services needed by all divisions							
Strategy #	Strategy Name & Description	Priority	Approx. Timeframe	Approx. One-Time Cost	Approx. Ongoing Cost	Risk	Value, Benefit, Problem to be Solved (These comments were taken from the "Problems/Benefits" section of each strategy document)
A	Implement and support one common email system and calendar for all staff & faculty.	1 - Urgent	1 - 3 years	High	High		Improve communications across campus, improve user email experience, provide one address directory, better utilize resources via economies of scale and core capabilities.
B	Collaboration tools	2 - Imperative	Phased over 3 years	Medium	Medium		Improve communication amongst constituent groups working together and to speed the collection of input from a broad base of constituents as well as making discovery of information easier
C	Complete wireless deployment across campus so that usage is ubiquitous.	Ongoing	< 1 year	Medium	Medium		There is a need to provide highly available, reliable, and secure wireless access to students, faculty, and staff on campus when and where they need it. Wireless access is expected and demanded by our students, faculty and staff and is a foundation infrastructure requirement for other/future academic technology requirements.
D	Campus-wide desktop & laptop refresh cycle	1 - Urgent	4 year rolling cycle	High	High		Desktop or laptop computers are mission-critical equipment for faculty and staff. Refresh planning is typical and an industry best practice. Technology improvements in software and hardware occur on a regular basis and the campus must keep pace with technology improvements in order to meet its mission.
E	Event registration and event calendaring	2 - Imperative	< 1 year	Low	Low		Better serve the community by providing a complete listing of all campus event opportunities in one central location, and by providing easy access to university events and workshops using on-line registration.
F	Ample data storage	3 - Important	< 1 year	Medium	Medium		Security, recoverability and global access to data is

						required in today's university environment. Faculty conducting research are increasingly required to provide proof that funded grant research has a reliable, recoverable, secure environment to protect research investments. Access to the stored data must be available anytime/anywhere to facilitate teaching and including students in research opportunities. Staff are storing more and larger documents in file shares causing data storage requirements to increase.
G	Common methodologies for web-site development and content management	1 - Urgent	1-3 years	Medium	Low	Improve navigation to the various university web-sites. Benefits include a professional image for the university, easy-to-navigate sites, and focus local departments on maintaining content rather than web-site technologies.
H	Expand CMS to support administration in all divisions	1 - Urgent	1-3 years	Medium	Low	Enable more departments on campus to get the data they need out of CMS. Reduce departments' likelihood to create shadow systems to get needed data based on lack of awareness of CMS data or inability to get data needed. Benefits include increased usage in reliable, real-time data with lower costs from maintaining shadow systems.

Goal 2: Fully implement and participate in the CSU IT initiatives and broader trends that increase our effectiveness in meeting the University's core mission.							
Strategy #	Strategy Name & Description	Priority	Approx. Timeframe	Approx. One-Time Cost	Approx. Ongoing Cost	Risk	Value, Benefit, Problem to be Solved
A	Accessible Technology Initiative	Ongoing	1-3 years	Medium	Medium		Establish realistic approaches to help the campus implement the initiative. Prevent local units from developing their own devices to interpret the requirements and come up with solutions, often with unnecessary work. Benefits include accessible technology in a practical sense and reduced effort.
B	Develop baseline academic security guidelines	Ongoing	Less than 1 year	TBD for remediation Low (5K for hardware)	Low		Determine remediation costs, procedures and processes to ensure compliance with standards and policies established by the University ISO and the CSU as they apply to the academic mission and needs
C	Leverage the system-side LMS initiative to replace BeachBoard	2 - Imperative	1-3 years	TBD	TBD		Solve current issues with poor service and support from Blackboard as well as inflexible pricing for a product that is not flexible. Allow CSULB to adopt contemporary tools to support teaching and learning as well as the fact that the interface is not ADA compliant.
D	Assess and research skill levels, processes & innovations as they relate to student learning	3 - Important	1-3 years	Low	Low		Institute ongoing research on whether different technologically enhanced teaching methods actually produce increased learning in students. This is also true for services effectiveness delivered through technology.
E	Campus-wide portal	3 - Important	1-3 years	High	Medium		Provide a one-stop dashboard to efficiently gives constituent groups common access to needed information. Alleviate the need to go to many places to get information that is frequently out-of-date or hard-to-find. Benefits include quick, efficient views of relevant data and information in one place, less frustration.

Goal 3: Create tools and templates that enable all divisions to share best practices. Increase overall efficiency, avoid "reinventing the wheel", and avoid operating independent of one another.

Strategy #	Strategy Name & Description	Priority	Approx. Timeframe	Approx. One-Time Cost	Approx. Ongoing Cost	Risk	
A	Develop an IT governance structure	1 - Urgent	< 1 year	None	None		Our current IT governance structure does not support our current efforts for campus-wide IT planning. While CITC has served its original function, we are now ready to move to the next phase of support. Benefits include improved decision-making and coordination.
B	Create an on-line space to share IT project and functional information	3 - Important	< 1 year	Medium	Medium		Create virtual meetings and allow discussion, learning and service when needed and without regard to barriers. Pre-recorded sessions can be used to deliver training when needed as opposed to when trainers are available.
C	Provide structured method for IT decision making, evaluate hi-level needs, collaborate across units.	1 - Urgent	< 1 year	Low	Low		There is a desire at the working levels and executive levels to improve decision-making. A necessary step, regardless of organization, is to provide some structure and support for IT decision-making. Providing templates is the easiest method to encourage collaboration and share best practices.
D	Minimize end user responsibility for technology coordination during facility improvement and construction projects.	2 - Imperative	1-3 years	None	None		End users are often required to coordinate with various technology service providers during facility improvement and construction projects, which sometimes results in various needs going undetected until late in the process.

Goal 4: Create training and technical support programs to ensure IT users and providers can effectively use our technology services.							
Strategy #	Strategy Name & Description	Priority	Approx. Timeframe	Approx. One-Time Cost	Approx. Ongoing Cost	Risk	Value, Benefit, Problem to be Solved
A	Provide improved technical training for faculty, non-technical staff, and students.	2 - Imperative	<1 year	Low	Low		Existing technology is often not well understood or utilized due to lack of training. Provide improved technical training for faculty, non-technical staff, and students in order to ensure that they have the skills and resources to effectively utilize technology.
B	Consistently and equitably provide ongoing professional development for technical staff so they can provide improved support to users.	2 - Imperative	<1 year	Low	Low		Technology is constantly changing, and we need to ensure our technology providers have the ability to keep up-to-date with technology, and to have a long-term career path at CSULB.
C	Assessment of help desk and technical support across campus.	1 - Urgent	<1 year	Low	Low		Assist users to know who and where to call for technical help. Find where coordination or centralization might A) improve service to users and B) create efficiencies to relieve the workload of our IT staff. This includes a conscious definition of what services we need to provide, whether they can be centralized or not, which common tools and methods are needed, and which organizations should provide these services.
D	Evaluate and deploy a set of deployment tools to provide consistent provisioning of computer images.	3 - Important	1 - 3 years	Medium	Low		When basic computers are provided, we currently do so in different methods. We need to have a consistent baseline image for computers that are initially deployed and updated.

Goal 5: Perform an IT Review to gather, consolidate, and analyze information on existing activities and operating budgets to understand our "as-is" condition and formulate sustainable support and funding models.							
Strategy #	Strategy Name & Description	Priority	Approx. Timeframe	Approx. One-Time Cost	Approx. Ongoing Cost	Risk	Value, Benefit, Problem to be Solved
A	Perform and document a comprehensive, campus-wide assessment of current technologies and resources	1 - Urgent	1 year	Low	Low		We need to understand our current or "as-is" information technology environment so that any future or "to-be" plans can be accurately assessed for cost, impact, benefit, resource support, etc.
B	Organize and prioritize IT efforts	1 - Urgent	< 1 year	Low	Low		Although the current IT strategic plan provides a prioritized list of strategies for the campus, we need to organize and prioritize all campus-wide IT efforts in an ongoing basis. Without this prioritization, campus decision-makers (particularly the VPs) will not be able to make appropriate funding decisions, particularly during the budget cuts.
C	Measure success and completion of IT projects	3 - Important	< 1 year	Low	Low		Develop methods to measure whether IT projects are successfully complete and meet the campus objectives.
D	Develop a target IT funding model for basic infrastructure, ongoing services, and prioritized new projects	1 - Urgent	1 - 3 years	Low	Low		We cannot provide strategic, campus-wide technology solutions without appropriate funding models to support the efforts. For example, ensure each technology solution has an ongoing operational budget that provides for predictable, ongoing costs and planning.

Appendix B: CSU IT Initiatives

#	CSU IT Initiative or Project	Description	CSULB Status - Est. Completion	CSULB Contact	
1	Directors of Academic Technologies Initiatives			Jill Horn	
	Academic Technology Baseline	Requirements for baseline academic technologies and support teaching, learning, and research core to the mission of each university.	Participating in ongoing DAT discussions regarding definition - Estimated Completion - Spring 2008	Jill Horn	
	Campus Readiness Assessment Tools for Online Degree Programs	Checklist to assess readiness to create or expand online degree programs including infrastructure baseline, best practices, and QA guidelines	CO is hiring a consultant to help define readiness for the system. Provosts are working on this with the CO. According to Kathy Fernandes, CO DAT Chair, this has not happened. DAT group is working on instruction/LMS related issues, but must first finish the LMS work. Estimated	Karen Gould at CO Level Jill Horn/Leslie Kennedy DAT	
	CSU Open Source Consortium	Project proposal to fund CSU Moodle sandbox for multi-campus use	Checking with Bill Evans - Humbolt	Jill Horn/Leslie Kennedy	
	CSU LMS RFI / RFP	New Learning Management System contract	Participating in ongoing DAT discussions. Leslie Kennedy is on the RFP team for CSULB. Need support from CMS for data integration technical support during December (1-2 hours). Need to involve CSULB faculty, Administrative decision makers technical group and CMS in process in March. RFP will be finished for distribution by CO December 18, 2007. Vendor reviews in March 2008. Completion - Spring 2008	Jill Horn/Leslie Kennedy	
	Transforming Course Design	The Transforming Course Design (TCD) project is designed to improve student learning (as reflected by objective measures such as a reduced number of grades of D, F, and W in a course) through effective pedagogy supported by the cost-effective use of technology.		Terre Allen	
2	Academic Technology Assessment Pilot (ATAF)	In preparation for the anticipated \$30 million in permanent funding for academic technology, the CSU is engaging in an assessment process for the campuses. A work group is being convened to create an assessment framework. Once the framework is adopted, 3 campuses (Long Beach volunteered to participate), selected as pilots, will complete their assessments in March of 2008 with the other campuses completing the work by June 15, 2008.	Not Started - Timeline January 14/15 2008 - Framework Planning Retreat February 2008 - ATAF Completed for 2 pilot campuses March 2008 - ATAF for 3rd Pilot Campus completed April 2008 - Refined ATAF distributed to remaining	Dr. Karen Gould	
3	CSU Emergency Website Project	Officers / Public Affairs Directors to publish communications information for students, faculty, staff, media and the general public in the event of an emergency and the primary World Wide Web presence is unavailable.			
		Public Affairs kickoff meeting, account setup, publish default page.	Complete - 2006	Toni Berone	
4	CSU Information Technology Refresh Project 2	Configure Unix, Web servers, WestEd Route, and perform test.	Complete - 2007	Steve La Steve La	
		Route Switch Refresh (Cisco)	Upgrade network switches to newest technology and support	On schedule - early 2008	
		Security Firewall (Juniper)	Create new pathway for the integration of the new Juniper firewall.	On schedule - December 2007	
		Wireless (Aruba)	Complete campus wireless deployment and provide campus-wide coverage.	On schedule - June 2008	
5	IT Strategic Plan	Upgrade the core routers that provide high network availability. The CO has funded a portion of the upgrade and ITS will fund the remainder.	On schedule - December 2007		
		Develop an IT Strategic Plan for each campus that aligns to the campus mission, vision, goals and includes budget commitment High-Level Plan	In Progress - High-Level Plan December 2007	Janet Foster	
6	Information Security	Detail Plan, Action Plan, Metrics	Not Started - Detail Plan, Action Plan, Metrics	IT Governance	
		Assess CSU campuses to industry information security standards, regulations, laws. Develop plan to fill gaps.			
		Participate with 9 other campuses in a 2006 Info Security Assessment	Complete - 2006 In Progress - 2008	Maryann Rozanski Maryann Rozanski	
7	Common Management System (CMS)	Prepare for 2008 Security Audit	In Progress - 2008	Maryann Rozanski	
		Implement common ERP system across CSU			
		HR & Finance Implementation	Initial HR 7.6 and Finance 7.5 implementation	Complete - 2001	Apel/Espino/Welch
		Student Admin Implementation	Initial Student Admin 8.0 implementation	Complete - 2003	Enders
		HR 8.0 Upgrade	HR 8.0 upgrade to coordinate with SA 8.0 implementation	Complete - 2003	Apel / Espino
		Finance 8.4 Upgrade	First Finance upgrade	Complete - 2004	Welch
		HCM 8.9 Upgrade	HR and SA upgrade to version 8.9 - functionality & maint.	Complete - 2007	Enders / Apel
		Finance Asset Management Implementation	Implement Finance core functionality	In Progress - 2008	Welch / Suarez
		HR Phase 2 Functionality	Implement additional functionality (Manage Faculty events, etc)	In Progress - 2009	Apel / Espino
		Finance 9.0 Upgrade	Finance 9.0 - functionality & support	In Progress - 2009	Welch / Suarez
		SCO 21st Century Project	Implement interface to new SCO payroll system	In Progress - 2009	Apel / Espino
8	Data Warehousing (DW)	HCM 9.1 Upgrade	Not Started - 2010	Enders / Apel	
		Fusion Upgrade	Finance & HCM - open technology standards, best of breed functionality	Not Started - 2012	Enders/Apel/Welch
9	Identity & Access Management (IAM)	Implement system-wide data warehouse solution. The project has been underway at the CO for some time with several changes in scope, cost, and plan. CSULB uses a campus reporting data store (RDS). The RDS suffices for our Student Admin reporting requirements and we are participating in a RDS / Data Warehouse collaborative with other campuses until a CSU DW solution and roadmap is fully mature.	Pending CSU solution; campus collaborative on reporting solutions has begun in the meantime	TBD	
		Establish identity authentication and authorization processes to allow students, faculty and staff to easily access courses, to share resources and to conduct research across networked information systems.	Not Started - awaiting development of CSU process and possible tools	TBD	
10	Accessible Technology Initiative (ATI)	Provide access to information resources and technologies to individuals with disabilities. This commitment is articulated in Executive Order 926 (EO 926), the CSU Board of Trustees Policy on Disability Support and Accommodations.	On schedule	Doug Robinson	
11	IMAP - Instructional Materials Accessibility Plan Academic Affairs	Processes, procedures and support for authoring materials in ADA compliant format. Materials do not just apply to those used in instruction but any materials made available to faculty, staff and students. The initial plan targets training for faculty to create course materials.	Plan completed 10/07 Funding Requests November 2007 Training Modules in Development Spring 2007 First Faculty Training Spring 2008 Implementation Fall 2008	Cecile Lindsay	