Information Technology Strategic Plan
2015-2019

California State University

Division Of
TECHNOLOGY & INNOVATION
CHANNEL ISLANDS

Table of Contents

Overview

In 2015, the Information Technology Policy and Planning Committee (ITPPC), chaired by Vice President for Technology & Communication and Chief Information Officer A. Michael Berman, began development of a new strategic plan for academic and information technology at CSU Channel Islands (CI).

The new plan builds on the themes identified in the 2011-15 strategic plan and aims to answer the following questions:

1. Where are we now?
2. Where are we going?
3. How are we going to get there?

Where are we now?

Technology Mission

The mission of CI:

> *Placing students at the center of the educational experience, California State University Channel Islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives.*

In alignment with the University mission, the mission of the Division of Technology & Innovation is:

> *To provide and support technology and innovative solutions that enhance the educational experience and University operations.*

Core Values & Guiding Principles

The following core values and principles influence and guide the attitudes, behaviors and decisions regarding academic and information technology at CI, and constitute the foundation of the technology vision:

1. **People first**: information technology (IT) is ultimately more about people than the technology; our success is tied directly to how satisfied our community is with the technology and support we provide. Technology enriches our community, but it does not replace it. Technology cannot be used or maintained without people involved. Technology can't solve every problem; even so, the Division's central position makes it easier to examine and solve process, system and service problems in a holistic, integrated way. Of all clients of the Division, students are most critical. Systems and services should be designed to ensure that they can be understood by and work well for all students. The Division's capacity to support the University community is directly related to how well Division employees function with and relate to one another, and how well the Division supports its employees.

2. **Rock-solid core infrastructure**: high reliability, redundancy, resiliency and speed are critical to baseline operations.

3. **Just enough technology**: Technology should do its job and then get out of the way. Seamless, lightweight, incremental and rapid are key descriptors for successful IT processes, systems and services. Agile approaches take priority: whenever possible, small-scale, lightweight, quick, flexible approaches and incremental changes are preferable to large-scale, heavy, cumbersome, one-off approaches and bundled solutions.

4. **Seamless tools**: the user experience across all devices, systems, services and processes should be intuitive, natural, and graceful. Unification of systems and services to enable seamless experiences must be balanced against the need for agility.

5. **Collaboration**: always plan and build for sharing and re-use, within and outside of the University. Collaborate within the CSU to leverage partnerships, best practices and economies of scale.

6. **Always learning**: we monitor and document what we do so that we know what we're doing well and where we need to improve, so we can get better. Professional development and technical education are essential to all members of the Division, and are the joint responsibility of individual staff members and their supervisors. Data is key to effective decision-making; however, data cannot be the only criteria used in decision-making.

Who we serve

The Division of Technology & Innovation (T&I) is a service organization that holds the core value of "People First." Therefore, the Division must understand its primary customers and maintain continuous awareness of their needs. The Division serves the following seven (7) target audiences:

1. Current students
2. Prospective students
3. Faculty
4. Staff and Administrators
5. Affiliates
6. Alumni
7. Visitors, General Public and Others

More detailed characteristics of these audiences can be found in the Appendix.

Technology Assessment

Appendix B contains an analysis of the changes to the IT environment at CI resulting from the implementation of the 2011-2015 IT Strategic Plan.

Where are we going?

The following statement and description describe the ideal academic and information technology organization at CI; it describes what T&I strives to achieve.

Our Vision

To create a technology environment
that provides reliable, seamless and secure access to University services
anytime and anywhere,
while providing an exceptionally positive experience
for every member of our community.

Vision Description

The Division acknowledges its critical role as a campus service organization. T&I staff and management are service-oriented, customer-focused and able to think and act in a holistic, integrated, and thoughtful way.

T&I staff members acquire, develop and implement technology and support solutions that provide seamless, secure, rapid, reliable and highly-available services to the University community. Solutions respond to established regulations, standards and industry best practices, while always keeping the needs of students, faculty, staff, and the University community in mind.

The organization and its employees communicate with one another and the University community in a clear, effective, and friendly way. T&I employees build trust and maintain positive working relationships with the University community, and understand how the work they do supports the mission of CI.

T&I integrates assessment and continuous improvement activities in all aspects of operations, enabling the organization to constantly and actively take steps to build on its strengths and address its weaknesses.

Current students are treated as the most important users of T&I services and are highly satisfied with the quality of services offered. Faculty, staff and administration are highly satisfied with the Division's support of the learning and working environments at the University, and perceive the Division as a strategic partner in the development of University programs and operations. T&I retains and develops sufficient human and other resources to achieve and maintain its vision.

How we are going to get there?

The following strategic initiatives describe how T&I will work towards achieving its technology vision over the next four years.

Technology Initiatives

The Connected Campus: expand mobile, geographical, physical and virtual access to processes, services and tools to support a rapidly growing and diverse technology environment

The "Paper Less" Campus: processes, services and tools which result in less paper, less hassle, and a more streamlined way of teaching, learning, and working.

The Secure Campus: protect campus and personal electronic data from release or compromise, and design for rapid recovery and availability in all emergency scenarios

The Data-Driven Campus: collect, manage, use and analyze data to inform processes & decision-making and improve student outcomes.

Enabling Teaching and Learning Innovation (T&LI): Faculty and students have access to the tools, training, and support they need to make it easy to incorporate technology into the educational process, from the classroom to blended to online courses.

Operational Initiatives
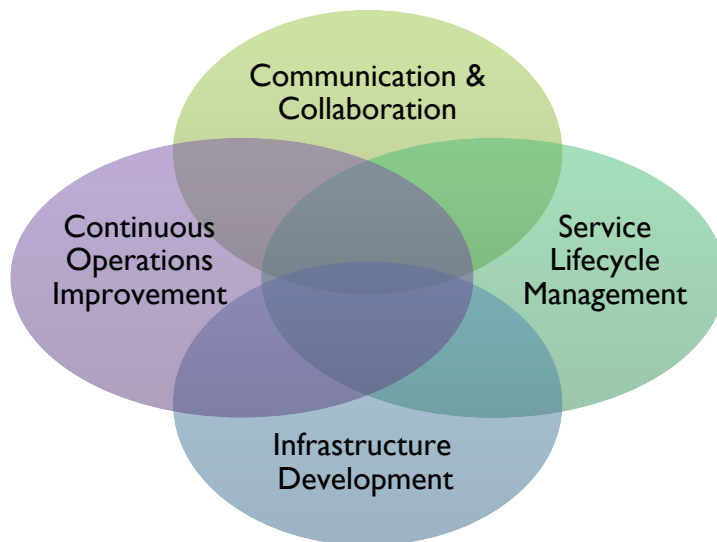
Communication & Collaboration: facilitate campus communication quality, frequency and availability through technology and exceptional customer service

Service Lifecycle Management: integrate and support the lifecycle of technology service planning, delivery, and operation into both T&I and University culture

Infrastructure Development: continue infrastructure build-out in support of emerging standards and technologies

Continuous Operations Improvement: facilitate improvement of University processes, systems and services, improve efficiency and reduce waste through effective use of technology

Connections to University Strategy and Initiatives

The listed strategic initiatives have been selected to support long-term institutional goals and align with University strategy. Please see Appendix C, *"Mapping Technology Strategic Initiatives"* for a more detailed analysis of the connections between IT and University strategy.

Technology Tactics

Tactics with specific, measurable and realistic targets are regularly evaluated, selected and implemented to support the IT strategic initiatives and help the University move its technology and support culture toward its vision.

A list of tactics can be viewed in the T&I Daily Request & Project Report, located here: http://www.csuci.edu/ti/projects/current-projects.htm

Acknowledgements

A list of planning participants and contributors is available in Appendix D.

About this document

Version 1.6 (March 2017 update)

Approved by:

A. Michael Berman
Vice President for Technology & Innovation

Approval date: January 21, 2016

This document is located on the T&I Strategic Planning & Assessment Web site at http://www.csuci.edu/ti/strategy.

Appendix

A. Characteristics of target audiences of IT

Prospective students	At any time, 10,000 or more. Many are first-generation college students. Want information about what programs and degrees are available to match their career interests; what their career prospects are for specific programs; how much it costs to attend CI and what kinds of aid are available; what student and campus life is like at CI, and how to apply. Mostly do (or want to) access University information via Web and/or mobile devices.
Current students	Over 6,600, including graduate students. Many are first-generation college students. Need anytime/anywhere access to CI Learn, grades, library resources, student email and information about the University. Mostly do (or want to) access University information via Web and/or mobile. Want seamless, quick, reliable and "everywhere" access to frequently-used information and services.
Faculty	Over 400, majority are full-time and part-time lecturers. Require technology support of teaching, learning, research and administrative activities, including CI Learn, classroom technology, academic records, and program-specific technology. Want seamless, quick, reliable and "everywhere" access to frequently-used information and services.
Staff and Administrators	Over 500. Primarily provide administrative support to students, faculty, campus organizations and the general public, and support University business operations. Wide range of technology skills and support needs. Want solutions that will improve service quality and efficiency, and reduce waste.
Affiliates	University auxiliaries, vendors, contractors and other affiliates who need similar access to services used by staff and administrators. May need campus ID cards, access to myCI, email, network and wireless access, phone.
Alumni	About 11,000 who meet official alumni criteria. Of those, about 950 are paying members of the Alumni & Friends Association (A&FA). Need access to email, alumni news, and alumni-related networking information and opportunities.
Visitors and General Public	Community members in Camarillo, Ventura County and beyond that want to know about what's happening at the University, and to participate in activities related to the University (including events, giving, and networking). May need guest access to campus services, such as wireless, card services and Library.

B. 2011-2015 IT Strategic Plan Final Report

The final report documenting the accomplishments and changes which occurred during the course of the 2011-2015 IT Strategic Plan can be found at: http://www.csuci.edu/ti/strategy/

C. Mapping IT Strategic Initiatives

A mapping of IT strategic initiatives to CI Strategic Priorities is available on the T&I Strategic Planning & Assessment Web site at http://www.csuci.edu/ti/strategy.

D. Planning Participants

President's Cabinet

Richard R. Rush, President
Michael Berman, Vice President for Technology & Communication
Gayle Hutchinson, Provost and Vice President for Academic Affairs
Nichole Ipach, Vice President for University Advancement
Wm. Gregory Sawyer, Vice President for Student Affairs
Ysabel Trinidad, Vice President for Business & Financial Affairs
Genevieve Evans-Taylor, Chief of Staff

IT Policy & Planning Committee Membership 2015-16

Michael Berman, Chair
Christina Salazar, faculty representative
Jaime Hannans, faculty representative
Isabel Fong Wu, student representative
Michael Bourgeois, Director of Institutional Research
Amy Wallace, Dean of the Library
Jill Leafstedt, Senior Academic Technology Officer
Hung Dang, AVP Enrollment Services
Anna Pavin, Division of Business & Financial Affairs representative
Tom Froelich, Division of Advancement representative
Ed Lebioda, Division of Student Affairs representative
Dan Wakelee, Division of Academic Affairs representative
Neal Fisch, Information Security Officer
Peter Mosinskis, Director of IT Strategy

T&C Leadership Team

Herb Aquino, Manager of T&C Infrastructure
Neal Fisch, Directory of Enterprise Services & Security
Judy Frazier, Administrative Analyst/Specialist
Nancy Covarrubias Gill, Director of Communication & Marketing
Jill Leafstedt, Executive Director of Teaching & Learning Innovation
Kelly Macias, Manager of Application Services
Carlos Miranda, Manager of User Services
Peter Mosinskis, Director of IT Strategy

T&C Staff

Aten, Marc
Barrera, Jeremiah
Bergem, Melissa
Bochat, Shawn
Brooks, Jon (JB)
Carpenter, Art
Clayton, Allison
Craig, Kevin
Dobzynski, Joseph
DuBransky, Marc
Emens, Tom
Ferguson, Michael
Fisch, Neal
Frazier, Judy
Garcia, Jerry
Garcia, Ryan
Goodwin, Wayne
Gregory, Kim
Gutierrez, Ernesto
Hernandez, Omar
Hughes, Matt
Hughes, Tara
Kubel, Jennifer
Le, Hai
Long, Mike
Mansour, Nasser
Mapp, Kevin
Martinez, Daniel
McGarry, Michael
Murphy, Chris
Murphy, Joanna
Ochs, William
O'Neil, Kristi
Pacansky-Brock, Michelle
Paredes, Jess
Paulson, Yasi
Rios, Juan
Scamardo, Peter
Smith, Emily Marie
Steiner, Kristin
Stockmon, Angela
Tabor, Robert
Timpanaro, Guy
Valencia, Indy
Velador, Dale