Information Technology Strategic Plan
2011-2014 DRAFT

Overview
Beginning in 2010, the Information Technology Policy and Planning Committee (ITPPC), chaired by Vice President for Technology and Communication and Chief Information Officer A. Michael Berman, convened to begin development of a strategic plan for academic & information technology at CSU Channel Islands (CI). The team held a number of meetings to discuss the strengths and weaknesses of programs, products and services offered and supported by the Division of Technology & Communication (T&C).

The result of this group’s work is documented in this strategic plan.

This strategic plan aims to answer the 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 & Communication is:

To provide and support technology and communication that enhances the educational experience and University operations.
Competitive Advantages

The Division has the following unique skills, resources, capabilities and assets which provide a competitive advantage over other academic & information technology organizations:

1. We’re centralized: we are the official, single point-of-contact for academic & information technology issues at the University. This position makes it easier to develop and disseminate solutions, strategies and standards to the University community.
2. We’re small: the size of the University and the IT organization can facilitate early adoption of emerging solutions and rapid deployment of changes.
3. We’re new: we have fewer legacy issues and data, so we can move to new solutions in a more nimble way.
4. We have staff capable of extreme service: we have some staff that are well-known for going above and beyond to provide exceptional service.
5. We’re good at web stuff: our web team, from developers to designers, is really talented, and customer-focused. This is especially important given the preference of current and prospective students to access University information via the web.
6. We’ve got good tools: typically we have the latest tools to facilitate our service.
7. We’re good at collaborating: we’ve successfully collaborated with organizations within and outside of the CSU.
8. We care about standards: following industry standards whenever possible helps us create more predictable, reliable and seamless experiences, products and services for our users.
9. Our infrastructure is generally solid and up-to-date: the result of adequate planning and participation in system-wide initiatives has enabled core infrastructure services to be refreshed on a regular basis.
10. We’re a member of the CSU system: this enables us to leverage economies of scale and collaboration that are not possible at smaller institutions.

Core Values & Guiding Principles

The following core values and principles influence and guide the attitudes, behaviors and decisions regarding academic & 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. In addition, our 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. Technology enriches our community, but it does not replace it. Technology cannot be used or maintained without people involved.
2. Students first: 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.
3. Rock-solid core infrastructure: high reliability, redundancy, resiliency and speed are critical to baseline operations.
4. 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.

5. 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.

6. Seamlessness is a goal: the user experience in all services and systems should be intuitive, natural, and graceful. Unification of systems and services to enable seamless experiences must be balanced against the need for agility.

7. Collaboration: always plan and build for sharing and re-use, within and outside of the division and University.

8. Data is key to effective decision-making; however, data cannot be the only criteria used in decision-making.

9. 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.

10. Professional development and technical education are an essential element to all members of the Division, and are the joint responsibility of individual staff members and their supervisors.

11. We are a learning organization: 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.

Our customers
The Division of Technology & Communication is fundamentally a service organization which holds the core value of “People First”. Therefore, the Division must understand its primary customers and maintain awareness of their needs. The customers of the Division can be divided into the following seven (7) major categories:

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

Characteristics of these customer categories can be found in the Appendix.

Environmental Assessment of Technology
A series of assessment-related meetings were conducted in March 2010 with members of the ITPPC to evaluate the current strategic position of academic and information technology. Results of that assessment analysis are available in Appendix B.
Where are we going?

CI Vision Statement and Description

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

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

Vision Description:
The Division acknowledges its critical role as a campus service organization. T&C staff and management are service-oriented, customer-focused and able to think and act in a holistic, integrated, thoughtful way, so that the needs of the customer always come first.

T&C 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 staff communicate with one another and the University community in a clear, effective, and friendly way, with perceived ease.

The organization 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&C services and are highly satisfied with the quality and level of academic & information technology services offered. Faculty, staff and administration are highly satisfied with the Division’s support of the learning and working environments at the University. Each client of T&C walks away from every support request or completed project thinking “wow, they did such a great job, I really look forward to working with them again” and “I wish our organization could provide that level of exceptional service.” The Division obtains and develops sufficient staff, management, and other resources to achieve and maintain its vision.
How we are going to get there?

The following strategic initiatives describe how T&C will work towards achieve its technology vision over the next 3 years.

Strategic Initiatives for Technology

A. Technology Initiatives

1. The Mobile Campus: move the University beyond the web, into the era of applications, services, and learning tools on mobile, networked devices such as smart phones and portable tablet computers

2. The “Paper Less” Campus: technology tools enable processes for students, faculty, and staff, resulting in less paper, less hassle, and a more streamlined way of doing business

3. The Secure Campus: CI’s systems and processes support a high degree of protection from the release or compromise of personal data, and are designed for rapid recovery and availability in all emergency scenarios

4. Teaching and Learning with Technology (TLT): 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

B. Communication and Governance Initiatives

1. Leadership & Governance: improve governance structures, policies and practices to facilitate communication and openness and increase accountability

2. Communication & Service: improve customer service and communication quality, frequency and availability for current and future IT operations and projects

3. Collaboration & Integration: collaborate with strategic campus stakeholders to integrate data, systems, and technology into services that are more meaningful and useful than their individual components

4. Sustainability: ensure current and future systems and services are selected, developed, implemented and maintained with sustainability in mind

C. Operational Initiatives

1. Infrastructure Development: shore up key infrastructure weaknesses and continue infrastructure build-out in support of emerging standards and technology
2. Targeted Operations Refinement: refine key processes to facilitate operations of specific enterprise systems and services

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 Exhibit A, “Mapping Technology Strategic Initiatives” for a more detailed analysis of the connections between T&C and campus strategy.

Technology Tactics

Tactics have been selected to support the T&C strategic initiatives and help the University move its technology and support culture toward its vision. The tactics define specific, measurable, realistic targets for accomplishment of the initiatives.

A list of tactics can be viewed in Exhibit B, “Technology Strategic Initiatives and Tactics”.

Coordination with CSU system-wide Technology Strategy

Technology planning and strategy at CI will leverage CSU system-wide technology strategy as developed by the CSU’s Information Technology Advisory Committee (ITAC) and supported by the Technology Steering Committee of the CSU.

An overview of the impact of CSU system-wide technology strategy on the development and execution of the CSU Channel Islands IT Strategic Plan can be found in Exhibit C, “Coordinating Channel Islands’ Strategic Plans with California State University Technology Strategy”.

Plan Implementation

Strategy Management Responsibility and Expectations

The Vice President for Technology & Communication will be the strategy administrator, and is ultimately responsible for the creation, administration and communication of this strategic plan. The Vice President may assign other T&C managers as required to manage specific tactics or to facilitate strategic planning activities.

The Vice President will assign a T&C manager to each specified tactic, as required. The assigned manager will report progress on that tactic on, at minimum, a quarterly basis, or more frequently as required.
The strategy administrator will review, consolidate and communicate regarding the progress of the strategic plan to T&C employees and the campus community on a quarterly basis at minimum.

**Strategy and Plan Deployment Tasks**

The following tasks will be undertaken to draft, finalize and initially distribute this strategic plan:

1. Finalize plan draft
2. Send plan to T&C leadership team for review & feedback
3. Incorporate leadership team feedback
4. Send plan to T&C division as well as key stakeholders for feedback
5. Incorporate division and stakeholder feedback
6. Send plan to Cabinet for feedback & approval
7. Incorporate Cabinet feedback
8. Present plan to the IT Planning and Policy Committee for discussion, refinement, and approval.
9. Review, discussion, refinement and approval by President’s Planning and Policy Council
10. Vice President for Technology & Communication officially adopts strategic plan.
11. Publish final plan on T&C web site
12. Send final plan to T&C staff via email
13. Create a video presentation about the Strategic Plan for Technology
14. Create a strategic plan presentation
15. Schedule “road show” to present strategic plan to key campus constituents over a 3 month period after the launch of the plan.
16. Schedule strategy review meetings quarterly

**Strategy and Plan Review Tasks**

The following tasks will be undertaken to draft, finalize and initially distribute this strategic plan:

1. Incorporate plan review and assessment tasks into the Division assessment calendar
2. Schedule 1st strategy review for 3 months from final plan date
3. Schedule 2nd strategy review for 6 months from final plan date
4. Schedule 3rd strategy review for 9 months from final plan date
5. Schedule first year strategy review for 11 months from final plan date
6. Publish 1st year review at the end of month 12.
7. Schedule year 2 and year 3 review according to same schedule.
8. Begin next strategic plan during Year 3.
9. Publish next strategic plan at the end of year 3.
10. Gather feedback on plan progress from the University community regularly, and make adjustments to the plan as necessary based on that feedback.
Measuring the success of the plan

The following measures will be used to determine the success of the plan over its life cycle.

1. The mission/vision accurately describes our reason for being, and is ultimately why we even exist.
2. The Division is able to use its mission/vision statement to guide its budgeting process, both operating and capital.
3. The strategic plan provides enough flexibility to adjust to abrupt changes in our business environment.
4. The strategic plan builds on the acknowledged strengths of the Division.
5. The strategic plan concentrates available resources in a specific direction.
6. The Division is able to demonstrate continuous progress towards each strategic initiative listed in the plan.
7. Ownership of the plan and of individual tactics is clearly defined and highly visible.
8. Plan is communicated to staff via multiple channels.
9. T&C staff members understand how they contribute to the plan.
10. The strategic plan generates an eagerness among T&C employees to follow the plan and take personal ownership for ensuring its success.
11. T&C staff and members of the University community can easily locate and review the plan.
12. Managers and staff regularly refer to the plan to align daily operations with long-term goals.
13. Strategies and tactics in the strategic plan are not too numerous, and are prioritized appropriately.
14. The vision, mission and value statements are not viewed as “fluff” by T&C staff and the University community, and are supported by specific project and operations activities.
15. Tactics are completed to the satisfaction of related stakeholders and according to the listed schedule.
16. Managers and staff are held accountable for the success of their assigned initiatives and tactics.
17. Corrective action to address plan problems is taken quickly and decisively.
18. Questions regarding plan are answered quickly by T&C management.
19. Employees are provided with the authority, responsibility, tools and leadership necessary to accomplish their assigned strategies and tactics.
20. Progress on plan activities facilitates Division assessment activities.
21. Feedback processes help ensure that initiatives, strategies, tactics and their corresponding prioritization are aligned with the needs of the University community.
22. Data from feedback processes is used to guide plan updates.

Acknowledgements

A list of planning participants and contributors is available in Appendix C.
About this document

Approved by:

A. Michael Berman
Vice President for Technology & Communication

Approval date: TBD

Appendix

A. Customer Categories

<table>
<thead>
<tr>
<th>Customer Categories</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current students</td>
<td>About 3800, including graduate students. Mostly females (64%), 22-29 years old, 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 &quot;everywhere&quot; access to regularly-used information and services.</td>
</tr>
<tr>
<td>Prospective students</td>
<td>At any time, up to 10,000, mostly female. Want information about majors, courses, admissions, financial aid, and other services for new students. Mostly do (or want to) access University information via Web and/or mobile.</td>
</tr>
<tr>
<td>Faculty</td>
<td>About 280, 68% are full-time and part-time lecturers, the rest are full-time faculty. 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 &quot;everywhere&quot; access to regularly-used information and services.</td>
</tr>
<tr>
<td>Staff and Administrators</td>
<td>About 500. Primarily provide administrative support to students, faculty and general public, and generally support University business operations. Wide range of technology skills and support needs. Want technologies that will support their work, improve service quality, and help them to work &quot;smarter not harder&quot;.</td>
</tr>
<tr>
<td>Affiliates</td>
<td>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.</td>
</tr>
<tr>
<td>Alumni</td>
<td>Close to 5500 total who meet official alumni criteria. Of those, about 1200 (22%) are paying members of the Alumni &amp; Friends Association (A&amp;FA). Need access to email, alumni news, and alumni-related networking information and opportunities.</td>
</tr>
<tr>
<td>Visitors and General Public</td>
<td>Any members of the larger community (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 T&amp;C services, such as wireless and Library.</td>
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</tbody>
</table>
B. Assessing the Technology Environment

The following list of strengths, weaknesses, opportunities and threats were identified by individual ITPPC members during ITPPC planning sessions in spring 2010. *(Note that some of this information is out-of-date because the issues discussed at that time have been subsequently addressed.)*

**IT Strengths (areas to build upon):**

- Talented staff, knowledgeable in the support of technology
- Technicians who can explain things in layperson terms
- myCI
- ATS group: Great collaborative attitude and many exemplary projects
- Library has technology available for check-out (cameras and projectors)
- Library has extensive online resources
- CIO
- Institutional Research is able to generate meaningful reports with University data
- Leadership within IT respectful of the skills of all members of the division
- Advocacy for one card (card services unification)
- Many forms are available online
- Single sign-on
- Student services accessible from just about anywhere
- Reliable basic infrastructure: email, phone, power and wireless
- E-Tran from all local community colleges
- Demonstrated support from management for technology
- Degree Progress Report is effective for all native students
- Help Desk Response Time
- Help Desk is responsive to needs of users
- Key-served software leverages financial resources to share software with check-in/check-out model
- Ability to connect from home via VPN
- Some baselines (for technologies, process, procedure, and success metrics) exist
- Wireless access is (almost) everywhere and secure
- Computers are refreshed regularly
- Classroom technology: practically every classroom has dedicated projector and computer.

**IT Weaknesses (areas to shore up):**

- No follow through on physical visits to the Help Desk
- Mobile
- Insufficient intranet solution
- Transparency in IT planning & budget processes
- Communication on IT timelines
- Passing people from area to area and considering the job complete
- CI Records security requests take too long
A few outstanding issues with user name standardization
Lack of electronic workflow and forms
Lack of online courses
Lack of use of technology in the classroom
Remote access: VPN and remote access to software
Insufficient IT staffing
Email messaging is not state-of-the-art
Technology required for business continuity plans is not available
Lack of training sessions for PeopleSoft modules
Multiple user names for some users
Lack of integrated applications
Live chat & alternatives to phone calls
Lack of public IT strategic plan
Students unable to use campus software at home

IT Opportunities (areas to capitalize on):

Mobile growth
Improving T&C staff knowledge of emerging technologies
Sharing IT services with other campuses
Virtualization of IT services
Alignment of processes, practices and services with industry standards and best practices

IT Threats (areas to acknowledge):

Constantly fluctuating budget
Change from in-house to shared services and employee perceptions
Lack of standards in emerging technology fields
C. Planning Participants

**IT Policy & Planning Committee Members – Spring & Fall 2010**

- A.J. Bieszczad
- Amy Wallace
- Anna Pavin
- Dan Wakelee
- Daniel B. Lee
- Doug Whitesell (Student Rep)
- Ed Lebioda
- Jane Sweetland
- Kristen LaBonte
- Missy Jarnagin
- Robert Tabor (Student Rep)
- Tom Froelich

**T&C Leadership Team**

- Herb Aquino, Manager of T&C Infrastructure
- Neal Fisch, Director, Application Solutions Group
- Judy Frazier, Administrative Analyst/Specialist
- Nancy Covarrubias Gill, Director of Communication & Marketing
- Peter Mosinskis, T&C Project Supervisor
- Judy Swanson, Director of Academic Technology

**T&C Staff**

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- Garcia, Jerry
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- Gutierrez, Ernesto
- Gutierrez, Lupita
- Hernandez, Omar
- Hughes, Matt
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- Long, Mike
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- Martinez, Daniel
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- Murphy, Chris
- Murphy, Joanna
- Ochs, William
- Paredes, Jess
- Paulson, Yasi
- Scamardo, Peter
- Steiner, Kristin
- Stockmon, Angela
- Swanson, Judy
- Timpanaro, Guy
- Valencia, Indy
- Velador, Dale

**President’s Cabinet**

- Richard R. Rush, President
- Michael Berman, Vice President of Technology & Communication
- Dawn S. Neuman, Provost and VP for Academic Affairs
- Wm. Gregory Sawyer, VP for Student Affairs
- Ysabel Trinidad, Vice President for Finance and Administration
- Therese Eyermann, Chief of Staff