

Information Technology Services

ITS Strategic Plan





The Technology Support Center is available to answer your questions 24/7!

The Technology Support Center is the one-stop shop for your university technology needs. Our mission is to provide world-class service to students, faculty, and staff. Our technicians offer phone, email and remote support for many campus technology issues, including assistance with campus resource such as MyCoyote, Blackboard, CSUSB email, along with many other tools.

CSUSB faculty and staff receive free software, including Microsoft Office 365, Interntet2 FileSender, Zoom, ESET Antivirus and much more. CSUSB students are eligible to receive Microsoft Office 365, Portfolium, Zoom, SAS, ESET Antivirus and much more!

CSUSB students, faculty and staff are eligible to receive a free licensing code and installation of ESET Antivirus Protection on up to three devices. Each device will be protected from viruses, spyware, and malware for one year. ESET Antivirus is great because it eliminates virtually all threats on your PC/Mac to keep documents and private information safe.



IT Services installs, maintains and operates the CSUSB "eduroam" wireless network and ensures that all wireless services deployed on our campuses adhere to CSUSB standards for performance, security and access control. Eduroam provides wireless network access at all CSU campuses and at thousands of locations worldwide in over 100 countries. We operate over 1200 wireless access points across our campuses that connect on average 60,000 devices per week.

Office 365

CSUSB provides Microsoft 365 Apps to students, faculty, and staff for free! Eligible users will also be able to install Office desktop apps up to 5 devices (PC, Mac, or mobile devices), which includes Microsoft Word, Excel, PowerPoint, and more.

🗠 Adobe Sign

A cloud-based, enterprise-class e-signature service that allows users to replace paper/ink signature processes. It includes fully automated electronic signature workflows to send, sign, track and manage your documents across multiple platforms.

Additional available software can be found on the <u>Faculty & Staff Software Page</u> and the <u>Student</u> <u>Software Page</u>.



Information Technology Services

Dear Campus Community,

I am pleased to present to you today the Information Technology Services (ITS) Strategic Plan 2020-2022. This document is a culmination of thoughtful and consultative work done in consultation with students, faculty and staff from throughout the University community, and will guide the ITS Division in the support of students, faculty and staff, and the academic mission of CSUSB for the next two years. The process started in December 2019 with a series of presentations by experts from within and outside of CSUSB. This was followed by student, faculty and staff forums, ITS divisional meetings, College and Divisional Leadership meetings and surveys. We received valuable feedback regarding the internal operations of the ITS Team as well as where we need to be headed over the next two years. The COIVD-19 pandemic has created opportunities for us to rethink many of our priorities and accelerate innovations in support of our campus community.

We are currently prioritizing the objectives within each goal and formulating an implementation plan, which we have started operationalizing this fall.

The strategic plan aligns with and supports the University Strategic Plan and focuses on the success of the academic mission of CSUSB. We are looking forward to consulting, collaborating, and communicating with all constituents of our campus community as we move forward with implementation.

I sincerely appreciate your participation in, and engagement with, the formulation of our ITS Strategic Plan.

Best regards,

Samuel Sudhakar

Vice President for Information Technology Services & CIO ssudhakar@csusb.edu (909) 537-5100

Information Technology Services Strategic Plan 2020-2022



People First at ITS

In 2015, ITS launched the People First at ITS initiative to engage staff within the division to feel a part of the team and share in the vision and mission of the University. There were three objectives launched from this initiative:

Internal and External Communication – There have been several intentional efforts taken to enhance communication within and outside of the teams including launching of the Office Vibe and 1:1 with Sam meetings, which helped leadership understand and address staff engagement and morale within the division. As a result of strengthening these, the ITS team has come to be known as the World Class Team across the University due to the service and support they provide to the Campus Community

Career Development Pathways – Through the engagement above, ITS leadership learned that some team members felt that pathways for them to advance within the Division could be more clear. Through a series of efforts to fund and encourage staff participation in trainings and workshops which targeted career enhancement, several of our ITS staff have been promoted within ITS or have found career advancement at sister CSU campuses.

Participation in the Decision-Making Process – Engaging all members of our Division in our decisionmaking process resulted in the ITS Diversity, Equity, and Inclusion initiative, which began in 2018 with the CIO and Deputy CIO signing of the <u>Educause CIO's Commitment on Diversity, Equity, and</u> <u>Inclusion</u>. With the University's launch of the DEI Board in October 2020, ITS efforts in this area will dovetail with and support University wide diversity efforts.

ITS Strategic Plan 2020-2022

Process Timeline

Date	Activity
April 7, 2020	John McGuthry, VP & CIO of Cal Poly Pomona Presentation to ITS Leadership Team
April 28, 2020	Amir Dabirian, VP & CIO of Cal State Fullerton presentation to ITS Leadership Team
May 7, 2020	Staff Technology Open Forum
May 13, 2020	Faculty Technology Open Forum
June 2, 2020	College of Arts and Letters Department Chairs Meeting
June 3, 2020	College of Natural Sciences Department Chairs Meeting
June 3, 2020	Student Affairs Leadership Meeting
June 5, 2020	Advancement Leadership Meeting
June 9, 2020	ITS Strategic Plan Draft shared with Technology Operations and Customer Service Subcommittee
June 10, 2020	ITS Strategic Plan Draft shared with Information Security, Compliance & Emerging Technologies Subcommittee
June 12, 2020	College of Social and Behavioral Sciences Department Chairs Meeting
June 16, 2020	Administration and Finance Cabinet Meeting
June 17, 2020	ITS Strategic Plan Draft shared with the IT Governance Executive Committee
June 24, 2020	ITS Strategic Plan Draft shared with SOP group
July 1, 2020	New Student Open Forum Presentation
July 1, 2020	ITS Strategic Plan Draft shared with Institutional Data Team
July 7, 2020	Bethany Rizzardi, CIO, Humboldt State University, Conversation on Diversity, Equity and Inclusion
August 31, 2020	College of Extended and Global Education Leadership Meeting
September 18, 2020	ASI Executive Leadership Joint Team Meeting
October 30, 2020	ITS Leaders finalize ITS Strategic Plan 2020-2022

Mission

Our mission is to support student, faculty and staff success by providing world-class customer service, fostering faculty-led innovation and research, and enhancing operational efficiency through the effective use of information technologies.

Core Values

- Fairness & Equity
- Transparency
- Integrity
- Innovation

- Consultation
- Collaboration
- Communication





GOAL

iCoyote – Mobile Everything, Improve Classroom Technologies, Electronic Forms, Student Communication Portals, Enterprise Workflow Management, World Class One-Stop Services and Collaboration Technologies

GOAL

University Analytics – Institutional Intelligence, EAB, Enterprise Data Warehouse, Financial Data Warehouse, Predictive Analytics, End User Empowerment Intelligence

GOAL 04 **Stable and Secure Infrastructure** – Next Generation Wired and Wireless Networks (Indoor and Outdoor), Cloud Architectures, Information Security & Privacy, University Policies, Distributed Technologies, User Provisioning and Authentication Systems, Green Technologies



iEngage – Inland Empire Regional Broadband Consortium (IERB), Riverside County Digital Divide Project, Collaboration with SBCUSD on GearUp and Other Programs. Engage with the Office of Community Engagement on Community Technology Projects



E-Learning

Online and Hybrid Course Development, Faculty Support, Instructional Design, Learning Management Systems, Faculty Communication Portals, Affordable Learning Solutions (AL\$), Chancellor Office Initiatives, Next Generation Distance Learning/Video Conferencing, Classroom and Student Engagement

Objective	Strategy	Outcomes	University SP Alignment
Support student success by creating new quality online courses each academic year to facilitate the Graduation Initiative 2025.	ATI will target 1) courses taught by faculty who haven't yet taken the CSU CO course "Introduction to Teaching Online Using QLT"; 2) high DFWI and bottleneck courses; and 3) courses taught by alumnae of the CO QLT course for development as quality online courses (defined as courses which fulfill all 22 objectives of ATI's online course evaluation instrument, which is based on the "QLT core 24" instrument). Faculty must receive chair consent and agreement that the course will be taught in the academic year following development. To mobilize and multiply expertise in online teaching, we will offer a course release to one expert faculty member from each college per semester to help targeted faculty from their college develop their courses. Our target is to develop 100 new quality high-DFWI, bottleneck, and other online courses in each of 2021-2022 and 2022-2023 (this represents about a 10% annual increase based on the number of classes coded OL or FO in AY 2019-2020). Also, we will competitively recruit one Faculty Peer Tech Advisor from each college to provide 130 hours in peer-peer support each semester (an average of nine hours support per week per college).	 Success rates for students in the new quality online courses will be greater than success rates in other online and face-to- face sections with similar course content. Student evaluations of the new courses will reflect the quality of their design and implementation, with average ratings of 3.5 or better on a modified 5-point QLT Student Survey. The peer-peer professional development from the Faculty Peer Tech Advisors will aid faculty in selecting and implementing pedagogically effective practices in their new courses. 	Goal 1- Student Success, Objectives 4 and 5
Design and start development of a comprehensive institution-wide infrastructure to support both students and faculty in a scalable, quality online "campus"	Work with Student Affairs, Undergraduate Studies, and the college Deans to assess current student support for online learning; add and revise services and communication, including a website, to facilitate comprehensive, cohesive support for online learning, including technical support and tutoring in best practices in online learning and in specific subject matter.	A plan for an online "campus" infrastructure that includes academic practice, institutional planning, technology, and recruiting and enrollment will be completed by the end of 2020-2021.	Goal 1- Student Success, Objective 4, 5

Objective	Strategy	Outcomes	University SP Alignment
Formally establish an immersive learning center on campus, to include: (a) piloting and assessing immersive learning applications for at least eight courses/ year for the next two academic years; (b) at least two external (industry, community, or academic) partnerships/ year for the next two years; (c) at least \$50k in external (non-ITS) support over the next two years.	Partnerships with faculty on campus, networking with other campuses, integration of instructional design into the lab, grant writing.	1. Students in courses with immersive learning modules will show an increase in student engagement. 2. Students will show greater retention of course content. 3. External partners will provide internship opportunities for XR students. 4. The xREAL Lab will be self-supporting by 2021-2022.	Goal 2 – Faculty and Staff Success, Objective 1
Establish partnerships with the faculty community to utilize high performance computing and the Pacific Research Platform and in partnership with IBM	Develop and implement the concept of a campus High Performance Computing Center, which would include outreach and professional development for faculty interested in utilizing high-performance computing.	New faculty partnerships will promote innovation and professional development for faculty members in 2020-2022.	Goal 2- Faculty and Staff Success, Objective 3, 4
Transition to and implement Faculty 180 for use in creation of Faculty Activity Reports, complete enhancements for Interfolio	Work with ITS personnel and Faculty Affairs and Development to transition the Faculty Activities Report (FAR) component of the RPT process from Interfolio to Faculty 180, facilitating a more automated process in which FARs are created from data residing in Faculty 180 rather than manually uploaded into Interfolio.	1. The more automated process of compiling FARs will save faculty time. 2. At least 25% of total annual Faculty Activity Reports (FARs) will be in the Faculty 180/Interfolio system in 2021-2022.	Goal 2- Faculty and Staff Success, Objective 2



GOAL 02

iCoyote

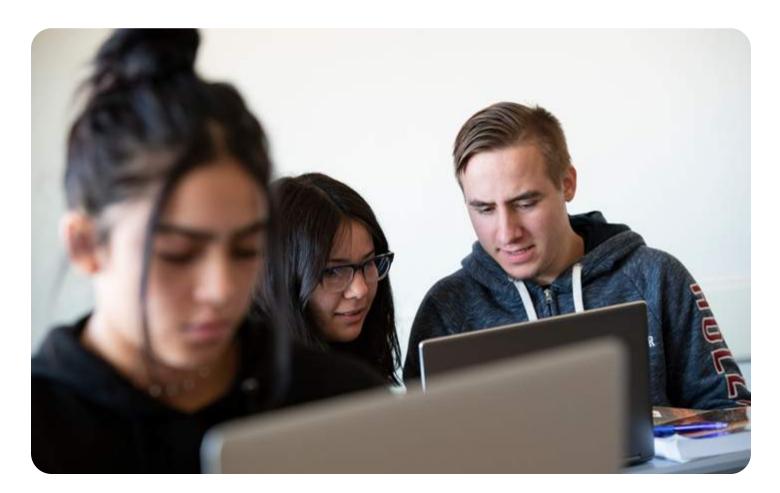
Mobile Everything, Improve Classroom Technologies, Electronic Forms, Student Communication Portals, Enterprise Workflow Management, World Class One-Stop Services and Collaboration Technologies

Objective	Strategy	Outcomes	University SP Alignment
Design and implement a support structure for students taking online courses	In collaboration with the TRC, UGS, and Academic Affairs, ITS and ATI will design and implement a comprehensive support structure for students taking online courses. The structure will include the Blackboard-based course "Learning from a Distance"; tutoring and mentoring by advisors in best practices in online learning; and feedback mechanisms to identify students who need help in online learning.	1. Students who engage in the Blackboard course "Learning at a Distance: Skills for Success in the Virtual Classroom" will show enhanced performance in the class relative to those who did not engage. 2. At least 25% of CSUSB undergraduates will elect to engage in the Blackboard course.	Goal 1- Student Success, Objective 4, 5
Implement chatbots that cover up to 20 different highly common administrative, technical, and academic-related functional areas or topics.	Identify high demand services and topics, such as Advising, and work with each administrative area through the process of writing, building, testing, supporting, and maintaining a chatbot. Anticipated topics include: - Student Financials (Financial Aid and Student Financial Services) - Parking Services - Career Center - Technology Support Center - Admissions - Advising - Orientation & First-year Experience - Office of the Registrar	Students, faculty, staff and visitors will become aware of the function and usefulness of the university chatbot, and become increasingly self-sufficient at locating and identifying desired information through use of the bot on the web, the campus portal, and the mobile app.	Goal 1- Student Success, Objective 4, 5
Digitally transform and automate at least twenty processes across the University	Streamline manual and paper processes that require workflow, approvals, and user notifications. Coordinate with ITS units involved in workflow solutions to create a clear path from idea to implementation, connecting each problem with the right tool to solve it. Additionally, coordinate and consult with a diverse community to address and prioritize which processes to be improved, opening the decision making process to the campus community.	1. A workflow framework for processing digital transformation projects from intake through implementation will be developed such that it coordinates multiple ITS units and identifies the optimal tools and the extent of transformation. 2. Twenty or more processes across the University will become more efficient through digital transformation.	Goal 1- Student Success, Objective 4, 5, Goal 2- Faculty and Staff Success, Objective 3, 4, Goal 3- Resource Sustainability and Expansion, Objective 4

Objective	Strategy	Outcomes	University SP Alignment
Move all faculty SOTEs online with the goal of a 100% student response rate.	Collaborate with other CSUSB divisions on a student outreach and incentive plan to maximize the e-SOTEs completion rate.	 An increased percent of students will contribute to evaluations of faculty to provide a more representative measurement of their teaching effectiveness. Staff's manual work in processing paper SOTEs will be eliminated. 	Goal 1- Student Success, Objective 4, 5, Goal 2- Faculty and Staff Success, Objective 3, 4, Goal 3- Resource Sustainability and Expansion, Objective 4
Increase Affordable Learning Solutions (AL\$) cost savings to students by 10% each year	Collaborate with and provide support to the AL\$ Director to continue the great success of 2018- 2020 in adoption of affordable learning solutions by CSUSB faculty	AL\$ savings will be increased by \$100,000 in 2020-2021.	Goal 1- Student Success, Objective 4, 5
Achieve rankings on success indicators above baseline on all three areas of the Accessible Technology Initiative namely, Web, Instructional Materials and Procurement.	The Accessible Technology Services team will continue to collaborate with applicable campus constituents to ensure that all areas of the Accessible Technology Initiative are being addressed.	1. Digital content producers across campus (including creators of documents, videos, and audio content) will be trained on accessibility best practices, will know who to contact for support, and will check content for accessibility prior to posting. Content will be vetted via monthly automated scans and the manual evaluation process. 2. The accessible procurement process will ensure that all purchased information and communication technology will be accessible for all students, faculty and staff.	Goal 1- Student Success, Objective 4, 5

Objective	Strategy	Outcomes	University SP Alignment
Enhance user experience and functionality of the myCoyote Portal and Mobile App. Create an intuitive and user-friendly experience for students, faculty and staff.	Redesign the myCoyote portal and mobile app for better usability and functionality. Add features such as: - Redesign of public login page and home page - Add unique Student Profile information to student home page - Chatbot integration - Inclusion of virtual, interactive campus map and wayfinding - Campus Directory integration - Class Schedule integration - Timely, real-time personalized notifications such as holds, due dates, appointments, grad check - Opt-in Notifications on campus Events and Free Food Work with the Student Success Technology Team (SSTT) and authoritative administrative offices to determine and prioritize next best steps. Work with ASI and SSTT to ensure student input and feedback.	Students will be better able to recognize and solve problems in a timely manner.	Goal 1- Student Success, Objective 4, 5, Goal 2- Faculty and Staff Success Goal 3- Resource Sustainability and Expansion, Objective 4
Simplify advisor facing systems and create a single pane interface for effective advising	Assess needs of Advising and Academic Services to identify the key elements of advising, and the resources currently used. Consolidate, eliminate, and build a single system in which advisors can see individual student information to advise.	Advisors will more quickly answer student questions by accessing a composite of the student's record in a single pane. The integration of student data will increase the likelihood of transmitting accurate information to the student.	Goal 2- Faculty and Staff Success
Create and implement a fully online orientation for international students and retention.	ITS will work with Enrollment Management, Graduate Studies and CEGE to create a fully online orientation program for international students.	1. International students will access the international student orientation and upload their documents remotely. 2. Online uploading of student documents will save staff time.	Goal 1- Student Success, Objective 4, 5

Objective	Strategy	Outcomes	University SP Alignment
Enhance and provide more support for the objectives of the Basic Needs Initiative	 Collaborate with Student Affairs, the Basic Needs Committee, and the Food Service Provider to develop a push notification system that will notify students (who opt-in) of free food availability on campus left over from catered events. Implement a new program called Meal with a Mentor, to connect campus mentors with students. Support mentorship in a relaxed and comfortable environment. Work with ASI to launch the program to encourage mentors and mentees meeting for a meal. 	1. Students who opt in to the notification system will have the opportunity to receive free food from nearby events with catering surpluses. 2. Students will increase their network in a safe context and gain input from mentors.	Goal 1- Student Success
Create a "One-Touch Graduation" process.	3 fronts: 1) Grad Check will be initiated by Registrar's Office 2) Graduation event will issue digital, scannable tickets with the help of Events and Guest Services, and 3) Overall graduation process and its stages completed through a mobile device	Students will experience graduation preparation (from Grad Check to ceremony) as a series of seamless, automatically initiated, online processes.	Goal 1- Student Success





University Analytics

Institutional Intelligence, EAB, Enterprise Data Warehouse, Financial Data Warehouse, Predictive Analytics, End User Empowerment Intelligence

Objective	Strategy	Outcomes	University SP Alignment
Enhance data literacy	1) Create digital storytelling 2) Increase workshops, consultations, presentations, self service dashboards 3) Retire old dashboard and acquire Tableau	1. The campus community will be knowledgeable about current basic institutional data. 2. The campus community will obtain data directly from Tableau dashboards.	Goal 1-Student Success
Begin authentic assessment	1) roll out Portraits of Innovation as end-of-year report organized by goals, 2) implement new reporting process for ITS departments and offices involving monthly reports and end-of-year report, 3) develop assessment plans for each ITS office	 ITS leaders will report progress and achievements with a focus on impact. ITS departments will incorporate continuous improvement planning in the ITS Strategic Plan through 2022. 	Goal 2-Faculty and Staff Success
Enhance data governance and data democracy	1) develop standards and procedures for sensitive data requests and 2) develop a streamlined process on request for information 3) set up Tableau dashboards with SSO	1. This formalized system for requesting sensitive data will facilitate decision- making regarding access and secure the data. 2. Campus members will obtain student data from a secure, non-public dashboard.	Goal 1-Student Success





Stable and Secure Infrastructure

Next Generation Wired and Wireless Networks (Indoor and Outdoor), Cloud Architectures, Information Security & Privacy, University Policies, Distributed Technologies, User Provisioning and Authentication Systems, Green Technologies

Objective	Strategy	Outcomes	University SP Alignment
Deploy Multi-Factor Authentication across campus	Deploy MFA to all employees and to students	Campus members will adopt multi- factor authentication to increase data security in their accounts.	Goal 2- Faculty and Staff Success
Implement a new identity management system	Deploy Fischer IDMS and implement password expiration across campus over a period to ensure all accounts are activated in the new IDMS	Users will have multiple mechanisms for independently resetting their passwords without assistance.	Goal 2- Faculty and Staff Success
Enhance current wireless access and expand wireless access to additional outdoor areas within the campus	 Evaluate new solutions that can bring outdoor wireless coverage to populated outdoor areas Enhance indoor wireless through replacement from the CNI program Leverage existing outdoor infrastructure (e.g. Blue phones) to expand wireless coverage Expand outdoor Wifi on the Palm Desert campus with 14 AP's 	The campus community and visitors will access wifi with increased coverage and reliability on campus.	Goal 1- Student Success, Objective 4, 5, Goal 2- Faculty and Staff Success
Modernize campus	 Reduce campus dependencies for analog telecommunication systems Replace and migrate campus MPOE from the AD building Reduce desktop phone dependency Expand the utilization of online communication tools for student, faculty and staff voice and instant conversations Explore and leverage the latest 5G connectivity 	 Staff and Faculty will provide support for students independent of physical access to campus communication resources. 2. Physical phones will be reduced in work spaces. 3. Use of analogue FAX machines will be reduced by 95%. 	Goal 3- Resource Sustainability and Expansion

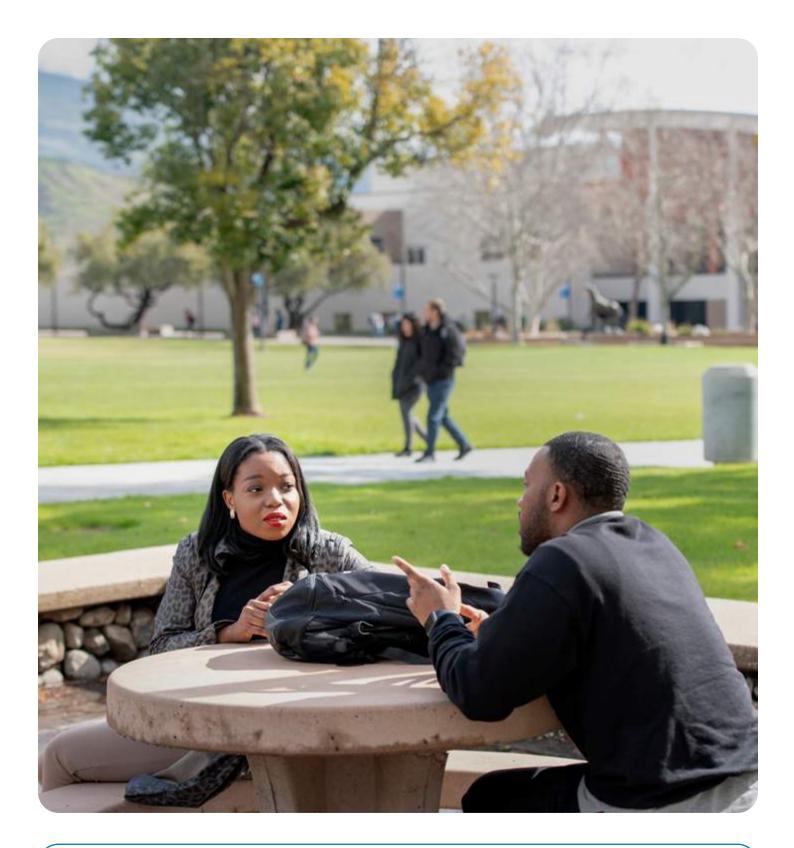
Objective	Strategy	Outcomes	University SP Alignment
Fully develop a five-year strategy and implementation plan for cloud migration	 Evaluate existing virtual systems using Cloud Readiness Framework With a focus on institution first, continue to migration/implementation plan for different clusters of systems/ services to leverage cloud services. Establish new funding and OpEx model and framework to support cloud services 	With a focus on institution first, the ITS strategy and implementation plan will include a rubric for assessing six dimensions such as organization readiness, vendor readiness, cloud migration and implementation plan(s), data security risks, current technology infrastructure, and funding for new, existing system and service renewals for cloud opportunities and prioritize cloud services over hosting in the data center when possible.	Goal 3- Resource Sustainability and Expansion, Objective 4
Reduce our campus risk by promoting an effective continuous compliance and security awareness campaign throughout the campus.	1. Develop a matrix for the periodic review, updating and creation of CSUSB security standards, which will include promoting these standards to the campus community. 2. Empower the campus community to protect our organization's data by educating them, using security awareness tips, Cyber Security Awareness Month activities and training sessions through SDC.	1. Campus members will have increased awareness of information security guidelines and practices. 2. Campus members will take steps to increase security.	Goal 3- Resource Sustainability and Expansion
Enhance methods of processing continuous compliance audit reviews.	1. Utilize the newly created Periodic Certification Template in Cherwell for future access audits, 2. Enhance methods of accessing CIA requests through OnBase for our users, 3. Make better use of resources to efficiently conduct the Sensitive Data Inventory. 4. Measure adherence to and compliance of health information privacy and security regulations by distributing the annual HIPAA survey to campus stakeholders.	 Offices will improve compliance with CO, state and federal mandates. 2. Offices will demonstrate increased security. 3. Compliance will be more efficient. Stakeholders will increase their accountability for their role in access control. 	Goal 3- Resource Sustainability and Expansion
Integrate EMS system with E-signs for classroom occupancy and availability	Integrate the classroom management system with the campus classroom room controller system, integrate room electronic signs into the campus emergency alert system, integrate wayfinding into room electronic signs.	1. Knowledge of equipment utilization will be gained by the documentation of room/equipment usage by Osher Lifelong Learning Institute courses, outside community events, and students' collaborative workspace in addition to academic courses. 2. Students will be able to determine the availability of and use rooms as a stable space for collaboration and study.	Goal 1- Student Success, Objective 4, 5, Goal 2- Faculty and Staff Success



iEngage

Inland Empire Regional Broadband Consortium (IERB), Riverside County Digital Divide Project, Collaboration with SBCUSD on GearUp and Other Programs. Engage with the Office of Community Engagement on Community Technology Projects

Objective	Strategy	Outcomes	University SP Alignment
Enhance partnership with school districts and community colleges to bridge the digital divide in the Inland Empire	Work with the Val Verde School District, the Inland Empire Regional Broadband Consortium, CENIC and the National Community Renaissance (NCORE) to help bring broadband connectivity to underserved areas in San Bernardino and Riverside counties	All students, faculty and staff at CSUSB will have broadband Internet connectivity.	Goal 4- Community Engagement and Partnerships, Objective 2
	Work with Fontana and Rialto School Districts to connect to CENIC hub	Both Rialto and Fontana School Districts will be connected to the CENIC hub.	Goal 4- Community Engagement and Partnerships, Objective 2
	Work with CENIC on Community Internet Exchange Points (IXPs)	Broadband access for communities surrounding the university will be improved.	Goal 4- Community Engagement and Partnerships, Objective 2
Expand our work with the Educational Broadband Spectrum (EBS) initiatives	Collaborate with K-12 and Community College Districts to utilize EBS credits to provide Internet access to underserved areas.	CSUSB will share our credit resources beyond the campus community to increase mobile connectivity for external users within the Inland Empire. The number of partnered school districts and community colleges will double.	Goal 4- Community Engagement and Partnerships, Objective 2





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