



CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO

Information Technology
Services



Annual Report

Information Technology Services



ITS Strategic Plan

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 01

E- Learning – Online and Hybrid Course Development, Faculty Support, Instructional Design, Learning Management Systems, Faculty Communication Portals, E-Textbooks, Chancellor Office Initiatives, Next Generation Distance Learning/Video Conferencing, Classroom and Student Engagement

GOAL 02

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

GOAL 03

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.

GOAL 05

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.

Table Of Contents

ITS Strategic Plan	C
Executive Summary	1
Introduction	2
Academic Technologies & Innovation	3
Digital Transformation	5
The Backbone Supporting Innovation	7
Looking Ahead	8
Administrative Computing And Business Intelligence (ACBI)	10
Highlights	11
Assessment	13
Looking Ahead	14
Academic Technologies And Innovation (ATI)	15
Highlights	16
Assessment	18
Looking Ahead	20
Digital Transformation (DX)	22
Highlights	23
Assessment	24
Looking Ahead	24
Distributed Technology Services (DTS)	26
Highlights	27
Assessment	31
Looking Ahead	31
Enterprise And Cloud Services (ECS)	33

Highlights34
Assessment34
Looking Ahead 36
Information Security and Emerging Technologies (ISET) 37
Highlights 38
Assessment 39
Looking Ahead 41
Palm Desert 42
Highlights43
Assessment 45
Looking Ahead 46
Project Management And Assessment Office 47
Highlights 48
Assessment 51
Looking Ahead 53
Technology Support Center (TSC)..... 54
Highlights 55
Assessment 59
Looking Ahead 60
Telecommunication And Network Services (TNS)61
Highlights 62
Assessment 62
Looking Ahead 64
Appendix..... 66
CSUSB Strategic Plan 73

Executive Summary



Introduction

The Information Technology Services leadership team started the new academic year with a retreat focused on supporting the four major University initiatives namely, **Graduation Initiative 2025 (GI20205)**, **Quarter to Semester Conversion (Q2S)**, **The University Strategic Plan** and the **Information Technology Services**.

With a renewed commitment to streamlining processes and removing administrative roadblocks for our students, faculty and staff, the leadership team established four strategic priorities designed to move the University forward on its major initiatives:



Chief Information Officer and Vice President
Dr. Samuel Sudhakar

1. **University Analytics** – Proactive and Predictive Institutional Intelligence delivered in a timely and personalized format to decision makers across the university.
2. **Academic Technologies & Innovation** – Fostering and Supporting Faculty Led Innovation and Research, Immersive Technologies (AR/VR, Adaptive Learning), Growth in Quality Online and Hybrid Courses and Programs, Affordable Learning Solutions (AL\$), Active Learning Classrooms.
3. **Digital Transformation** – Next Gen Web, Mobility powered by AI/Machine Learning, Process Automation, Blockchain technologies.
4. **Administrative Computing & Business Intelligence** – Leveraging Common Management Systems and Student Success Ecosystems to provide intelligent academic pathways for student success, automation of all student facing processes, and removal of administrative roadblocks.

Innovation Powered by People

The leadership team at ITS believes that innovation is powered by people. To that end, the ITS Division continued to engage staff within our division using various methods including one-on-one meetings with staff, the Office Vibe employee engagement tool and team building activities throughout the year. Team work and employee morale continues to improve within the Division as we serve the academic mission of the University.

University Analytics

The continued and sustained success of the strong partnership between the Information Technology Services (ITS) and the Institutional Research (IR) teams and the University Analytics initiative, resulted in the **merger of the IR Team into the ITS Division** last October. This reorganization has resulted in the leveraging of expertise from both teams and a heightened level of support for the IR team on the technology infrastructure and support services.

- The Assistant Vice President for Institutional Research position was elevated to a Chief Data Officer position with added responsibilities for data governance, stewardship of University data and developing policies and procedures for the responsible and ethical use of data
- The University Dashboards were revamped to be more intuitive and user friendly
- The Data Warehouse was reconfigured to leverage data from EAB and U. Achieve to provide faculty, academic and professional advisors better tools to help students be successful in their academic goals
- A close partnership was forged between the University and the Chancellor's Office Chief Data Officer
- Presentations to Cabinet and other decision makers included trends, comparisons with peer institutions and data visualization
- Partnerships with external organizations such as the Public Policy Institute of California, the Growing Inland Achievement, AASCU and Complete College America were strengthened to leverage data to enhance the success and college going rates of students in the Inland Empire
- The Institutional Data Team drafted procedures for the responsible and ethical use of data across the University

Academic Technologies & Innovation

CSUSB became the forerunner in the implementation of immersive technologies in support of student learning and success in the CSU System.

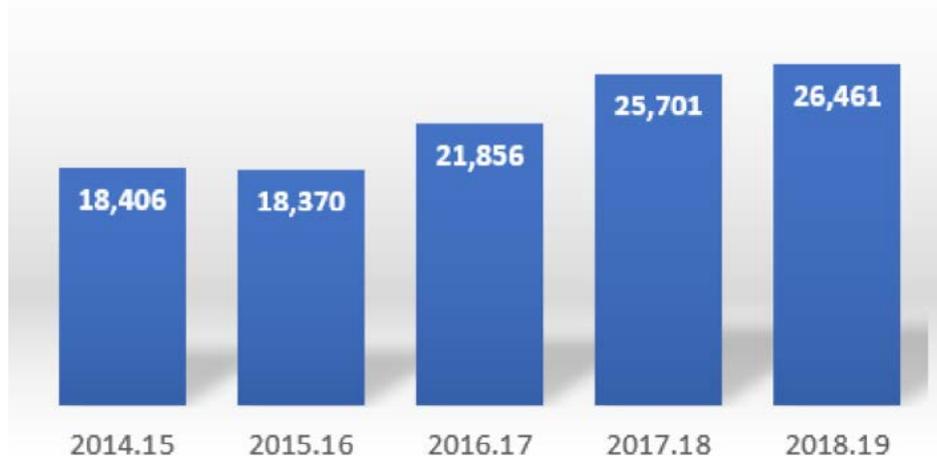
- The **Ambrosia project**, collaboration between students and faculty in Anthropology, Computer Science, Art, Music, and ITS staff became a showcase project that demonstrated interdisciplinary creation of content for augmented and virtual technology initiatives. This program was funded by a combination of grants from the Chancellor's Office Innovation Fund, the Vital and Expanded Technologies Initiative, and a **2018 Inland Empire center for Entrepreneurship fellowship grant**.
- The **Bright Minds Internship program** fostered a partnership between Art, Computer Science, Faculty R & D fellows of Academic Technologies & Innovation, and ITS staff. The goal of this program is to create year-long interdisciplinary research communities of students, faculty, and staff, organized around project-based learning and a practical research application. Specifically, the program seeks to involve undergraduate honors students in a year-long, credit-generating project. The students will be working collaboratively and systematically on designing and implementing a project of high interest to the campus that advances at least one of the four university strategic initiatives (GI2025, Q2S, University Strategic Plan, ITS Strategic Plan) in demonstrable ways. This program was funded by the Faculty Led Innovation Fund supported by the President and Provost's Offices. This project was presented at the CENIC conference in San Diego in March and was well received.

- The **E-Learning Academy**, a partnership between Academic Technologies & Innovation and the Teaching Resources Center (TRC) kicked off a two-year program for a learning community of 12 faculty members who will engage in collaboration, support, and reflection for the purpose of developing and implementing good online sections of high demand and low success courses.
- The number of **quality online courses offered by the University continues to grow** to create access to high demand courses for students at the San Bernardino and Palm Desert Campuses
- With the appointment of a Faculty Director for Academic Technologies & Innovation and an Assistant Director, the **ATI Team of Instructional Designers, Instructional Technologists and Classroom Technology Support personnel was reorganized** to better support students and faculty in their pursuit of innovative teaching/learning technologies

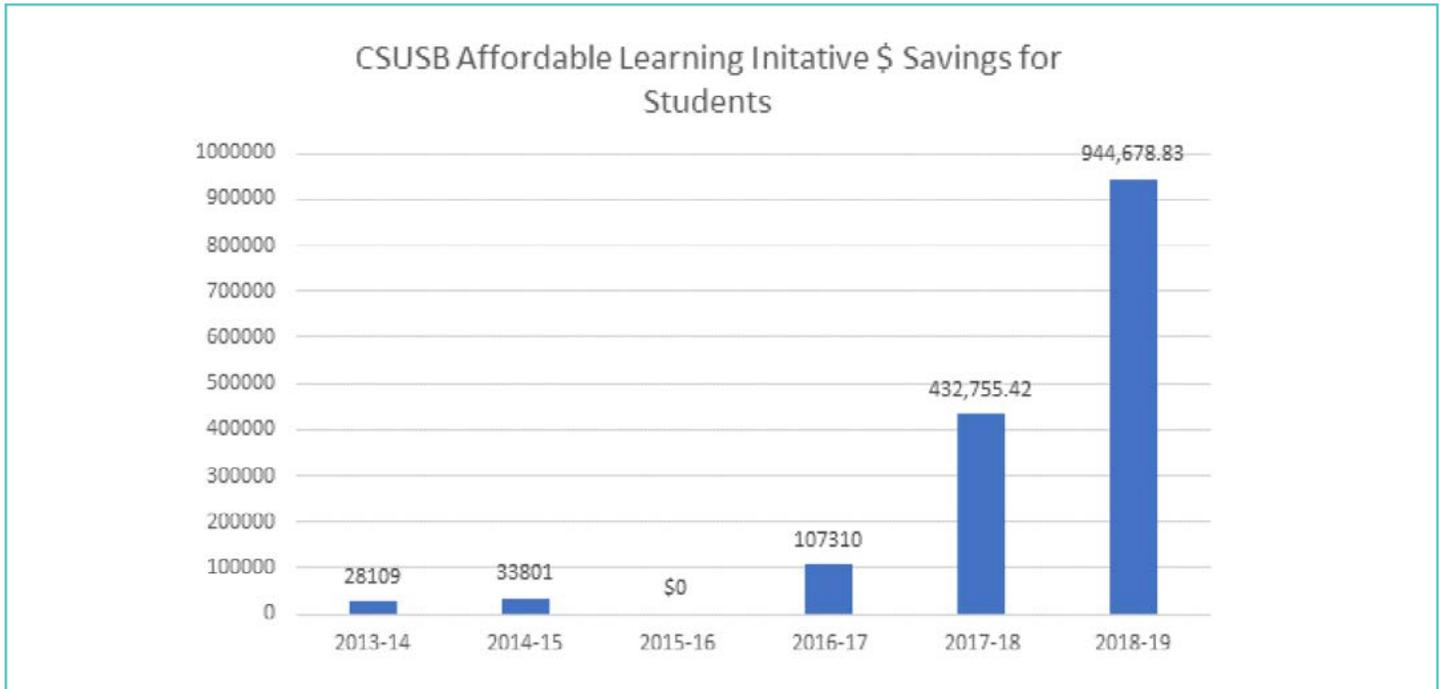
Online and Hybrid Courses



Online and Hybrid Course Enrollments



- The **Affordable Learning Initiative**, a partnership between ATI, the TRC, Pfau Library and The Coyote Bookstore reached a new milestone this year with the implementation of the Inclusive Access Program (IAP), saving CSUSB students \$944,000 over a four-year period.



Digital Transformation

Acknowledging the critical importance of Digital Transformation in removing administrative barriers and reengineering paper-based processes across the University into electronic workflows, the ITS Division brought on board its first Director of Digital Transformation. The new Director will provide leadership to the use of artificial intelligence, machine learning and emerging technologies in transforming administrative process across the University.

- **More than 99% of the University websites have been transformed using the Drupal content management system managed and hosted on the Acquia Cloud**
- **The first AI powered ChatBot was rolled out for Financial Aid in March**
- **The myCoyote Portal and the CSUSB Mobile app were merged using the ModoLabs platform and Appian to create a seamless experience for our students, faculty and staff**
- **The OnBase process automation team became a part of the Digital Transformation Team to reengineer and create electronic workflows.**

Administrative Computing and Business Intelligence

The Team spent its expertise and energy in the Quarter to Semester Conversion process, using the conversion as an opportunity to reengineer and automate academic and administrative processes across the University.



- The Team worked with the Chancellor's Office, Human Resources and other Campus entities to launch the CSU Learn this past spring.
- The Graduation Check process was converted to an electronic workflow eliminating the need for students to fill out forms and wait in administrative offices.
- The Courseleaf Curriculum module has streamlined the curriculum approval process
- The Common Human Resources System (CHRS) project continues to move forward with the support of the Chancellor's Office with the pilot phase of PageUp Recruiting module live
- The EMS Event and Academic Scheduling system is being leveraged to create optimized schedules for the use of facilities across the SB and PD Campuses
- The Student Success Ecosystem project has now enabled students at the PDC to be block scheduled for course registration that will move them towards their timely graduation. This system will be used at the San Bernardino Campus starting this fall
- A student attendance/participation system was developed to track/report students receiving financial aid
- Financial Aid and Registration Automation Projects continued to move forward
- The College of Education Credentialing Module project moved to Phase II with the introduction of a student self service module named MyCOE

The Backbone Supporting Innovation

The Technology Support Center

The Technology Support Center continued to raise the bar in providing world class customer support and services to the Campus Community. With the implementation of the Cherwell Enterprise Service Management System, support ticket processing has been made more efficient.

The Cherwell team also helped many departments within and ITS streamline their student, faculty and staff support and communication procedures.

Technology Operations

The Campus partnered with the Pacific Research Platform (PRP), a science-driven high-capacity data-centric “freeway system” on a large regional scale (<http://prp.ucsd.edu/>)

The CSUSB ITS Division recently established a Data Transfer Node for the University’s network to connect to resources on the PRP. Through this partnership and infrastructure on Campus, CSUSB will be able to accommodate high performance and high throughput computing from several grant-funded programs in Physics, Chemistry, Geology, Cyber Security and Water Resources Institute. We are currently working with faculty researchers on a pilot mode to test. The infrastructure was rolled out to the greater faculty community last fall.



California State University, San Bernardino was one of the eight CSU campuses that was upgraded to a 100 Gig link to California Research and Education Network (CalREN) operated by CENIC (<https://cenic.org/about/about-overview>) Campus had two 10 Gig links. One of the reasons CSUSB was chosen for this upgrade was its focus on supporting faculty-led research.

CSUSB was awarded **\$20,000 Amazon Web Service (AWS) credit** through the CSU Chancellor’s Office to lead the exploration of refactoring or reposting a cloud-based document management and workflow system to replace an on-premises solution.

In support of the campuses growth, Telecommunications and Network Services played an integral role on several major capital projects totaling over \$150M. With the expansion of Coyote Village, the campus’ new housing and dining complex, and the Center for Global Innovation.

Information Security & Compliance

The University continues to make strides in protecting the digital assets of the CSU and CSUSB by adopting proactive and innovative strategies on the infrastructure end as well as on educating the

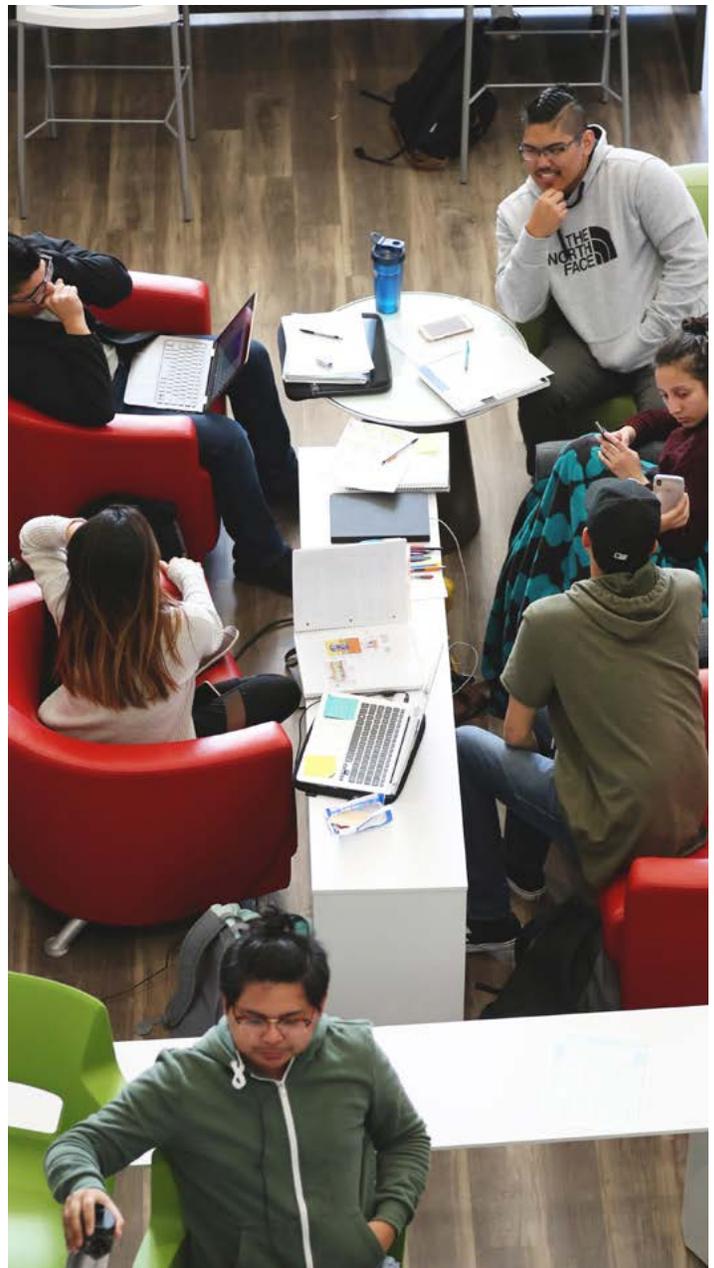
Campus Community.

Periodic Phishing exercises as well as vulnerability testing of Campus network and systems were carried out to ensure that the Campus infrastructure is protected against internal and external threats.

The IT Governance Executive Committee co-chaired by Provost McMahan, and the IT Governance Sub Committees continue to provide policy governance and operational guidance to the ITS team as it pursues projects and initiatives in support of the academic mission of the University.

Looking Ahead

1. Fully develop a five-year strategy and implementation plan for **Cloud migration**
2. Develop a plan for ubiquitous and **reliable WiFi Coverage** indoors and outdoors across SB and PD Campuses
3. **Establish partnerships with the faculty community** to utilize high performance computing and the Pacific Research Platform
4. **Automate at least twenty processes** across the University using Digital Transformation
5. **Implement at least five ChatBots** for different high demand areas across Campus including Advising
6. **Create an Amazon.com experience** for students, faculty and staff in the use of systems and processes across Campus
7. **Develop a five-year technology strategy** for the Palm Desert Campus in collaboration with the Dean and the PDC Campus Community
8. **Develop at least ten Cherwell Enterprise Service Management workflows** for processes across Campus
9. **Simplify advisor facing systems** and create a



single pane interface for effective advising

10. **Enhance user experience and functionality of the MyCoyote Portal and Mobile App** with the introduction of AI and machine learning tools

11. **Complete Financial Aid and Registration Automation Projects**, including the full implementation of a robust scholarship management system

12. Continue to **implement Campus Labs** across Campus to create a solid infrastructure for holistic assessment of all programs and operations of the University

13. **Move all below baseline success indicators to at least above baseline** on all three areas of the Accessible Technology Initiative namely, Web, Instructional Materials and Procurement

14. **Fortify security and identity management** systems and processes across the University

15. **Increase Affordable Learning Solutions (AL\$) cost savings** to students by 10%

16. **Increase the number of quality online courses** based on high demand by 10%

17. **Implement a new data visualization portal** for the Campus Community to create and deliver proactive and predictive Institutional Intelligence in a timely and personalized format to decision makers across the university.



Administrative Computing And Business Intelligence (ACBI)



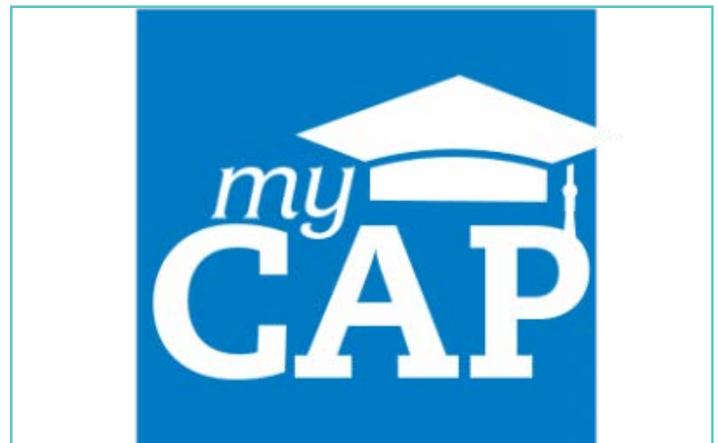
Highlights

Administrative Computing and Business Intelligence has spent a majority of our time working on the Q2S Conversion project:

- **CourseLeaf CIM Module - Phase II** which created a bridge from CIM to PeopleSoft
- **Exception and Course Substitution from Audit PeopleSoft Workflow (EFA)**
- **Develop a Q2S Resource Page**
- **Work with IR to provide data for Q2S dashboards**
- **College Source Degree Audit/MyCap conversion continues**
- **PeopleSoft Conversion Continues for both delivered PeopleSoft Processes and San Bernardino Custom processes. Currently in System Integration Testing (SIT).**
- **3rd Party Integration evaluation, changes, and testing.**

Projects for Student Success and Automation:

- **Credit by Exam Process Automation** that will provide a timely and Accurate process of submitting CBE grades allowing students and advisors an immediate update
- **Online Filing of Graduation Check** which included workflow for staff and submission and payment of grad checks with PeopleSoft rows inserted automatically into the student's Career Program Plan



- Implementation of **Automatic registration**

within the Schedule Planner software. This eliminates the need for a student to return to Peoplesoft to complete the course registration process.

- Implementation of enhancing the **myCAP integration with the Schedule Planner**. This enhancement allows a student to automatically have their planned courses transferred from myCAP to Schedule Planner.
- Preload of **course roadmaps into MyCAP** for select groups of students such as FTF and new Transfer
- **Admissions UGRD Checklist Automation**



- **Summer Financial Aid** awarding automated
- **Work closely with Graduate Office to use Radius** for communication with their admits
- **Admission Impact Auto Evaluation Project.** Create intermediate processes for CSUSB ASR that will greatly increase the efficiency of admission evaluations/decisions, and increase service to CSUSB applicants. The outdated campus modified processes can no longer support the changing admissions climate.
- **Preferred Name request.** The requested modification is to support the student's ability to request, via self-service, a change to their preferred first name and/or preferred middle name and for a campus administrator to process these requests.
- **COE Just-in-Time Communication Initiative.** Initiative for communicating to College of Education students about their program status as well as evaluation results of their comprehensive exam.
- **COE Credential process enhancements.** Rolled out the MyCOE Self-Service page in PeopleSoft
- **Cal State Apply 2019** modifications
- Provide Important **degree audit information** to the data warehouse
- Progress made towards **automating change of major requests in PeopleSoft**
- Progress towards **MyCoyote Personalized Notifications/Messaging**
- Progress towards **CEGE's Terra Dotta** project for study abroad

Projects for Faculty and Staff Success:

- Campus Labs Institutional Effectiveness and provide data extracts as needed for full implementation. Work with the implementation team.
- CSU Learn implementation as moved away from SkillSoft
- PeopleSoft general ledger functionality that eliminates billing and payable transactions between campus and auxiliaries (Student Union, ASI, UEC, PHL)
- CSU Business Requirement 2017-18 Federal Student Aid Handbook – Verify class participation to substantiate the eligibility of a student for whom a Title IV disbursement is made
- CEGE Tuition Calc Rollout 18-19. New functionality for CEL to enroll students for future terms.
- StarRez Implementation. Assist Housing with the implementation of their new Housing Management System.
- CHRS Standardization Project. CHRS is a CSU systemwide project to consolidate 23 CSU HR PeopleSoft systems into one consolidated HR system.
- CHRS Recruiting Project (PageUp) to replace NeoGov continues
- Provide HR/Telephone data to the Online Directory team
- iModules implementation for gift giving and alumni interaction
- Provide data for the Interfolio F180 project.
- Custom financial Data Warehouse report structures for division/Dept budget staff that reduce report creation and processing time

Assessment

- The ACBI Team is in the process of modifying **32 Q2S CSUSB processes**
- Since the replacement of the paper **grade change** form, there has been close to **7,000 grade changes made online**
- Fall 2018, we had implemented the **Participation attendance** on the Class Roster page
 - Fall 2018: students with a blank entry: **2,034. 457** with a 'N' and **44,097** with a 'Y'
 - Winter 2019: students with a blank entry: **2,188. 443** with a 'N' and **51,064** with a 'Y'
 - Spring 2019: students with a blank entry: **2,026. 386** with a 'N' and **46,073** with a 'Y'
- **Grand total of 148,768 participation attendance records for students in classes as of 5/20/2019**

- The Online Grad Check process launched this year replacing a paper form. There have been **5,182** grad check entries with **4,246 current rows of grad check data**.
- Just released less than a month ago, the **Exceptions from Audit (EFA)**, which allows exceptions to be processed through a workflow process already has been used **132 times**
- For the **CHRS Standardization CO Project**, there have been **32** GRP's reviewed

Looking Ahead

1. Continue to make progress on the Q2S Conversion project. We will start User Acceptance Testing (UAT) in July 2019 with a cutover to production in April 2020.

2. Continue progress on automating processes that we have already started and begin new ones:

- Continue automating change of major requests in PeopleSoft
- Delegation of Authority process replacement from OnBase to PeopleSoft
- Other forms/processes to replace such as the Probation form and Leave of Absence



3. Common Human Resources System (CHRS) Projects:

- CHRS Standardization Project. CHRS is a CSU systemwide project to consolidate 23 CSU HR PeopleSoft systems into one consolidated HR system
- CHRS Recruiting Project (PageUp) to replace NeoGov continues

4. Student Success/GI2025/Faculty & Staff Success:

- Progress towards MyCoyote Personalized Notifications/Messaging
- Continue providing data for integration to other systems such as CampusLabs, Interfolio F180, Terra Dotta Study Abroad, etc
- Student Participation Self-Service tool

Academic Technologies And Innovation (ATI)



Introduction
XR: Technologies that merge the physical, digital and biological worlds



360-degree video:
Viewers can look around in all directions



AR:
Users experience the real environment augmented by computer-generated sound, video, or information



VR:
Allows users to immerse themselves in a virtual environment. Digitally superimposed objects

Highlights

Learning with Immersive Technologies:

With the support of two consecutive Vital and Expanded Technology Initiative grants (**\$36,131 in 2017-18 and \$62,399 in 2018-19**), ATI founded the **Immersive Media and Learning Lab** to continue the development of educational virtual reality simulations. Prof. Scott Vance (Music) is the Lab's supervisor.

The Lab includes a new instructional technologist specialized in emerging technologies, **Duncan Smith**, as well as Computer Science students and affiliated faculty. Currently, the Lab is working on a VR simulation from Nursing (project director: Prof. **Kurt Collins**) that uses voice recognition algorithms to animate a virtual character.

Project Ambrosia, the first VR simulation developed at ATI, a collaboration between ATI staff and faculty and students from Anthropology, Art, Computer Science, and Music, was presented at the Society for American Archeology convention in Albuquerque New Mexico.

Project Ambrosia, one of the showpieces of the Lab, is supported by a **2017 Chancellor Office Innovation Mini-Grant**, a **2017 VETI grant**, and a 2018 Inland Empire Center for Entrepreneurship fellowship grant to Dr. Mihaela Popescu.



Fostering Faculty-Led Innovation in Teaching and Research

ATI piloted the **Bright Minds Internship Program**, an interdisciplinary, project-based research environment supported by the President and the Provost's Offices, in which honor students work with faculty and ATI staff to complete a project of high interest to the campus that advances at least one of the four university strategic initiatives (GI2025, Q2S, University Strategic Plan, ITS Strategic Plan).

During 2018-19, students in Computer Science and Art worked with Dr. Yunfei Hou and Profs. Kurt Collins and Frank Houlihan (Art) to use computer vision and Internet of Things (IoT) technologies to map out available campus parking places into a mobile app. The project was presented at the CENIC conference (March 2019, San Diego) and was covered in the [CENIC blog](#).

Growth in Quality Online And Hybrid Courses And Programs

The **E-Learning Academy**, a partnership between Academic Technologies & Innovation and the Teaching Resources Center (TRC) kicked off a two-year program for a learning community of 12 faculty members who will engage in collaboration, support, and reflection for the purpose of developing and implementing good online sections of high demand and low success courses.

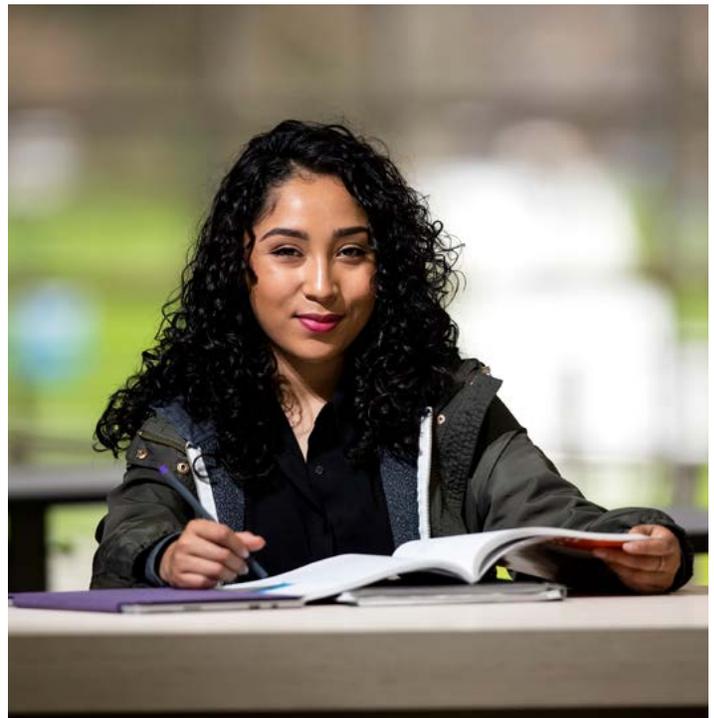
The target implementation date for the new online sections is by the end of the Spring 2020 term, with course certification by the end of Summer 2020.

ATI worked with the Department of Public Administration to offer a **year-long professional development program** to seven of its faculty for the redesign of online courses.

Two of the resulting redesigns will be submitted for QLT certification during summer 2019.

Affordable Learning Solutions

- **The Affordable Learning Initiative**, a partnership between ATI, the TRC, The Pfau Library and the Coyote Bookstore reached a new milestone this year with the implementation of the Inclusive Access Program (IAP).
- Under the leadership of **Dr. Bibiana Diaz** (World Languages and Literatures) and with the help of the Provost's Office and an Affordable Learning Solution CSU grant, the program supported 19 faculty in their efforts to implement more affordable instructional materials in their classes.
- CSUSB partnered with CSU San Marcos to collaborate on the implementation of AB 798 **College Textbook Affordability Act of 2015**, legislation which provides additional support for the Affordable Learning Solution program.



Active Learning Classrooms

ATI worked with the Department of Communication Studies, CAL's Title V grant (PI: Dr. Brian Heisterkamp) and Dean Rueyling Chuang to design the first VR-enabled classroom of the campus. The classroom is also supported by a 2018 Vital and Expanded Technology Initiative grant.

Accessibility

As part of the **Accessible Technology Initiative**, the Accessible Technology team continued the Blackboard Ally pilot with the support of a VETI grant. Now in its second year of implementation, Ally, which provides faculty with real-time information on the accessibility of their Blackboard course materials, has been implemented in 61 courses in the Blackboard LMS.



Now in its second year of implementation, **CSUSB's Accessible Procurement Process** ensures that all constituents will have better access to new technologies regardless of ability.

The Accessible Technology team continued its participation in the **CSU ATN**, a network comprised of five CSUs that together provide accessibility expertise to larger initiatives across the CSU.

Assessment

ATI in numbers

During 2018-19, ATI completed:

- **763** service requests
- **53** studio, Lightboard, and location recordings
- **124** instructional videos
- supported **11** live events
- supported **42** Zoom events
- assisted **30** distance and non-distance learning classes
- redesigned **25** courses
- captioned **556** videos
- completed **201** accessibility conformance reviews for procurement
- and remediated **47** documents for accessibility



ATI offered 11 campus-wide workshops attended by 71 faculty, two showcases attended by 93 faculty and staff participants, and 10 department workshops for Public Administration and Nursing attended by 19 faculty.

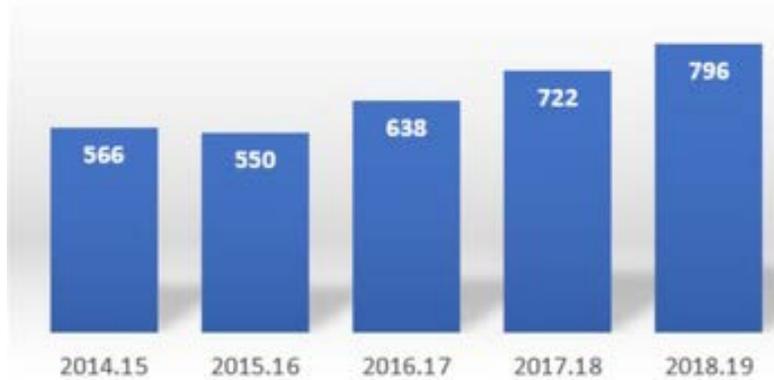
Over 50 students received individualized one-on-one assistive technology support through the ATAC lab.



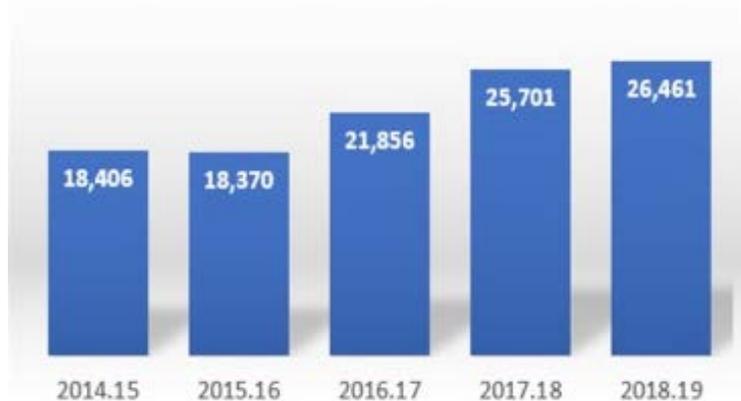
Growth of online courses and programs

The number of quality online courses offered by the University continues to grow to create access to high demand courses for students at the San Bernardino and Palm Desert Campuses.

Online and Hybrid Courses

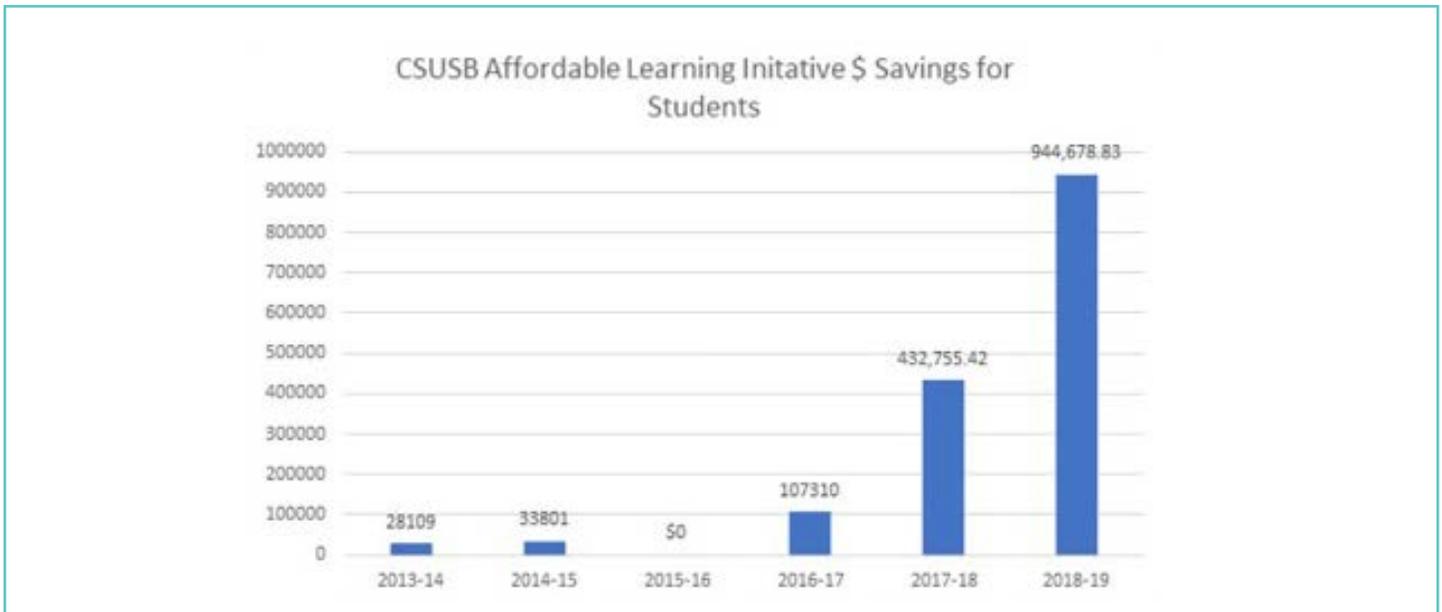


Online and Hybrid Course Enrollments



Accessible Learning Solution

The Accessible Learning Solution saved CSUSB students **\$944,000** over a four-year period.



Accessibility

Thanks to work by the Accessible Technology Initiative housed by ATI, CSUSB was able to upgrade 30 of its 158 Success Indicators in the areas of Web, Instructional Materials, and Procurement.

Looking Ahead

1. Continue to increase the quality of online courses and programs.

- Thanks to a CO grant of \$11,000 for the Quality Assurance Program, ATI will continue the E-learning Academy program by targeting additional bottleneck courses for online and hybrid redesign.
- ATI will expand the work with departments to create more professional learning communities for the development of better online courses/programs.
- ATI will seek to establish an instructional designer presence at the Palm Desert campus to provide course (re)design assistance for PDC faculty.

2. Continue to create effective professional development programs for faculty

- ATI will continue the collaboration with the Teaching Resource Center and the Faculty Center for Excellence to develop programs addressing the learning needs of new faculty.

- ATI will use pilot CampusLabs to assess the effectiveness of ATI workshops and to collect assessment data for our learning technology pilots. Additionally, ATI will collaborate with campus stakeholders to customize a common event platform in Engage (CampusLabs).

3. **Expand active learning spaces**

- ATI will partner with the Global Center for Innovation to replicate the design of UH 043 for VR-enabled teaching in SH 212 and will develop training programs for faculty around the use of active learning spaces with VR.

4. **Continue to foster and support cross-disciplinary innovation**

- Building on the success of its pilot, the Bright Minds Internship program will continue in partnership with the Honors Program and the Office of Student Research.
- The Immersive Media & Learning Lab will produce content for the 13th Annual CSUSB Abilities Sports & Education Festival, test the Nursing simulation in the classroom, and start working on a platform for VR asset exchange.
- ATI will organize and host the second CSU VR Summit on December 12-13, 2019.
- ATI will partner with campus and CSU instructors to submit a development grant for a Certificate in XR Production offered through the Center for Extended Learning.
- ATI will develop a framework for promoting campus research on the impact of XR content in the classroom.

5. **Continue to grow the Affordable Learning Solution program.** The Affordable Learning Solution program will continue to grow. We are looking at expanding the Inclusive Access program and the number of faculty who will use low-cost instructional materials and OER in their classes.

6. **Continue to improve accessibility processes**

- The Blackboard Ally implementation will be extended to a number of bottleneck courses. The impact of Blackboard Ally will be assessed through data collection from faculty and students. The results will inform the next implementation phase.
- The Accessibility Technology team will participate in the CommonLook PDF Remediation project, a pilot the purpose of which is to articulate processes/procedures for evaluating and remediating existing pdf's for accessibility on the campus public-facing website.

Digital Transformation (DX)



Highlights

In February 2019, Web Services became Digital Transformation (Dx). The department will be providing the campus with expertise in Process Automation and Improvement, along with continuing services in Web, Mobile development, myCoyote portal, and AI/Machine Learning technologies.

The migration of websites to the Drupal content management system is **99% complete**, with **280 websites** making up the CSUSB web publication. **136 individuals were trained** to be Content Editors in Drupal this year, bringing the total number of editors to more than 450.

A **new myCoyote portal** was launched this past year, along with CSUSB Mobile, an app that allows students, faculty, and staff to access the same



portal features as the desktop version. A new campus directory was launched in August 2018, bringing more timely and accurate information regarding our faculty and staff. Included with the directory came more extensive profiles of our faculty.

In March 2019, Dx released a beta version of a Financial Aid & Scholarships chatbot, designed to simulate conversation and answer common questions.

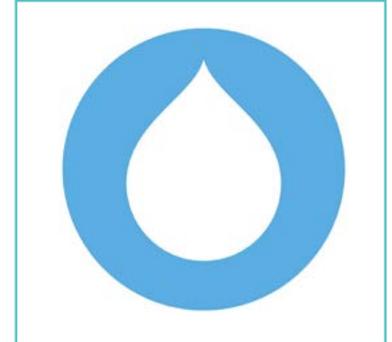
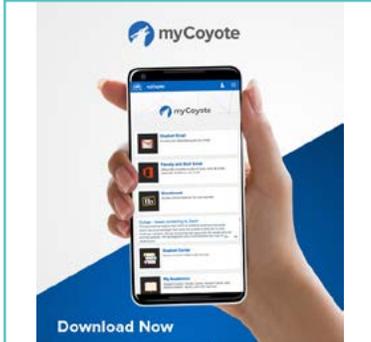
In the area of process improvement, new workflow forms were developed, including **Fee Waiver, EEAAP (Equally Effective Alternate Access Plan), and EOP Class Schedule forms.** There are 11 departments currently using our electronic document storage system, OnBase. Use of such a system eliminates the need for physical paper storage and reliance on paper. New adopters this year were EOP and the Office of the Registrar with the scanning and storing of transcripts.

Over the past year, **141,049** documents were added to the system, bringing the total to **1,436,910.** Workflow processes such as graduate admissions, study abroad proposals and others were managed through the OnBase system. A overall total of **2,228** forms were processed throughout the past year.

Digital Transformation was an Innovation mini grant awardee, receiving \$10,000 from the Chancellor's Office to develop the Aurora Smart Speaker Skill which will allow faculty, advisors, and administrators access to IR dashboard data using only voice commands.



Assessment



- Drupal migration project is **99% complete**
- **136 content editors** trained in Drupal (previous year - 130)
- Campus Directory - ***105,021 unique pageviews** (*since 1/2019)
- Events - ***43,996 unique pageviews** (*since 1/2019)
- University websites produced more than **10,000,000 unique pageviews**
- CSUSB homepage produced **2,645,116 unique pageviews**
- Average daily visits to CSUSB websites - **27,397**
- **Top 5 countries** accessing our site's home page after US are: 1. India, 2. South Korea, 3. China, 4. Canada, 5. Saudi Arabia
- myCoyote app downloads for Android - **2,087**
- myCoyote **app download** for iOS - **8,270**
- **1,797 tickets resolved** (2017-18 - 1,647)

Looking Ahead

Digital Transformation has a long road ahead, one that will be filled with improvements in processes that will provide students with noticeable increases in campus administrative efficiency, faculty with more time to focus on teaching and innovation efforts, and staff with increased time to assist students who need more focused attention. There are several keys to the success of our initiatives:

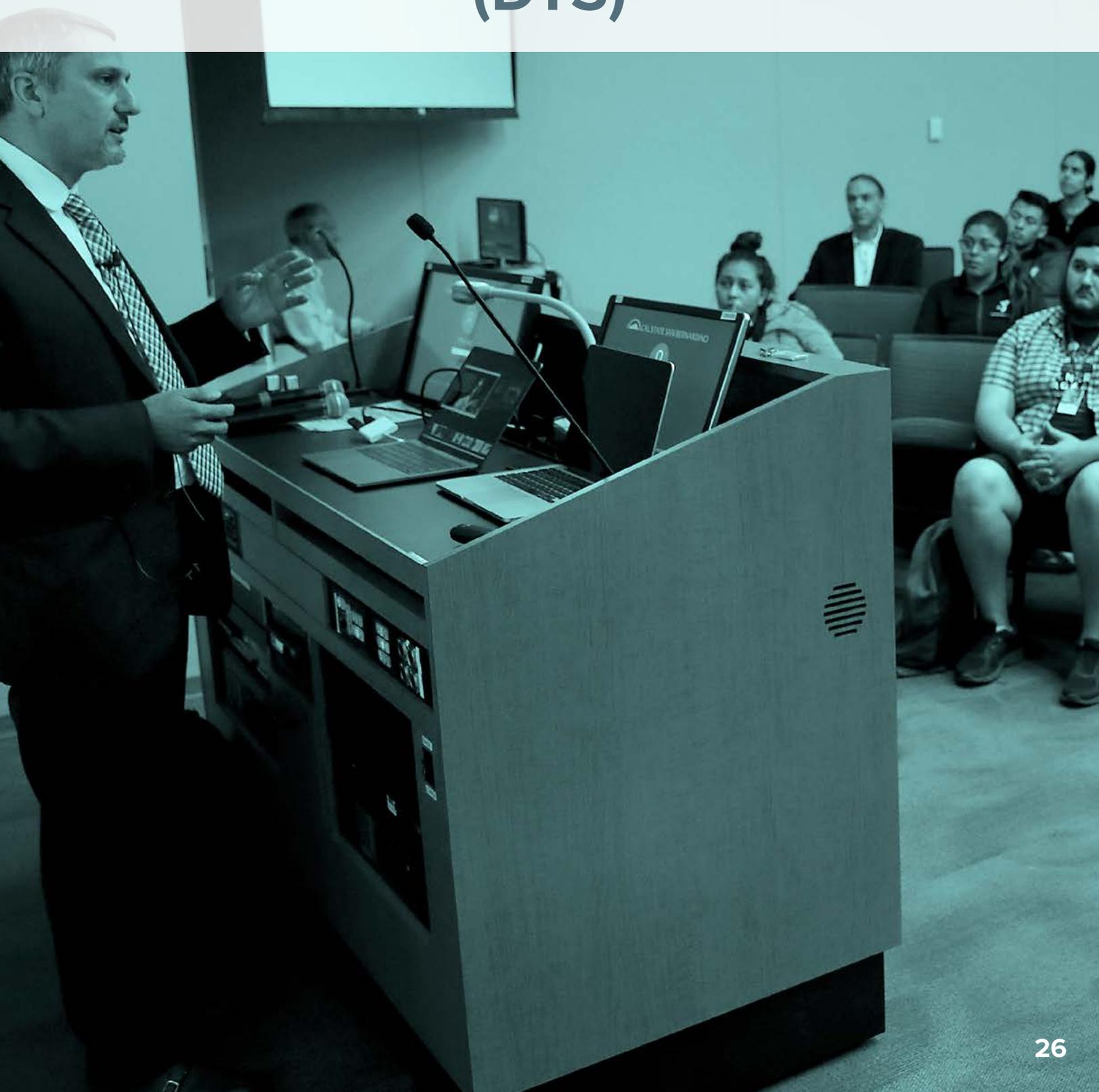
- Deliver a clear, concise message to the Campus Community on the role each of us has our digital transformation
- Providing a conduit for constant feedback from students on their administrative experiences at CSUSB
- Establish a culture of urgency for creating fast, friendly, time and space-free experiences for students and the campus community interacting with administrative units.

Dx Efforts for 2019-2020

1. Providing a conduit for constant feedback from students on their administrative experiences at CSUSB
2. Identify and **implement automated personalized myCoyote and mobile app notifications** for students on topics including but not limited to holds, registration and due dates
3. **Identify, improve and/or automate at least 20 processes** across the university
4. **Enhance user experience and functionality of the myCoyote Portal and Mobile App** with the introduction of AI and machine learning tools
5. Work cooperatively with the Office of Undergraduate Studies to simplify advising and **create a single pane interface for effective, efficient advising**
6. **Assist in the implementation of a new data visualization portal for the Campus Community** to create and deliver proactive and predictive Institutional Intelligence in a timely and personalized format to decision makers across the university
7. **Move all below baseline success indicators for the Web to at least above baseline** of the Accessible Technology Initiative annual report



Distributed Technology Services (DTS)



Highlights

These three teams work together in order to provide world class customer service to the campus community, and to promote faculty/staff and student success.

- **ITS Technicians**
- **College Lead Technicians**
- **Audio/Video Classroom Support Technicians**

College Support

Conducted with collaboration of college techs, the **DTS team resolved a total of 197 support tickets and answered calls at the TSC from faculty, staff and students.** They also assisted the College of Social and Behavioral Sciences, Arts and Letters, and other colleges as needed. We continued with our Colton Unified School District partnership on a Counseling Intake program for high school students. This system is almost ready for migration to the Colton USD server cluster.

Here is a breakdown of the incident and request tickets that we received this past year:

DTS – Help Desk	<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Support Requests by Department</caption> <thead> <tr> <th>Department</th> <th>Number of Requests</th> </tr> </thead> <tbody> <tr> <td>CSBS</td> <td>133</td> </tr> <tr> <td>LIB</td> <td>4</td> </tr> <tr> <td>TSC</td> <td>8</td> </tr> <tr> <td>ASI</td> <td>6</td> </tr> <tr> <td>CAL</td> <td>44</td> </tr> </tbody> </table>		Department	Number of Requests	CSBS	133	LIB	4	TSC	8	ASI	6	CAL	44
	Department	Number of Requests												
CSBS	133													
LIB	4													
TSC	8													
ASI	6													
CAL	44													
197 support requests from faculty and staff														
CSBS – Social Work Google Drive	Adaption of Google Drive and Google Team Drive													
	Department: School of Social Work	Impact: Faculty and staff; 30 users												

CSBS – Social Work Share Cleanup	Cleanup and audit department share for the School of Social Work to prep for a Google Drive transition and Datastore L1	
	Department: School of Social Work	Impact: Faculty and staff; 30 users
CSBS – Social Work SB453/455 Lab Re-Image	Re-image the lab with updated image.	
	Department: CSBS, SW	Impact: Sb453/455 patrons; 100+
LIB – SCCM Patch Management	Push updates to public facing computers in the Library	
	Department: CSBS, SW	Impact: Sb453/455 patrons; 100+
LIB - Resource	Train and guide student technicians	
	Department: ITS, LIB	Impact: Staff and Library patrons: 300+
LIB – Reach	Update Reach Signage to new Intel Sticks	
	Department: Library Staff	Impact: Library patrons; 300+
CAL – Coyote Radio and Advertisement	Adobe CC Adobe CC rollout for all machines rollout for all machines	
	Department: CAL	Impact: Faculty, staff and students; 30 users
CAL – Coyote Radio and Advertisement	PL 30 Lab upgrade for meetings and workstations	
	Department: CAL Radio/ Advertisement	Impact: CAL Ad. Staff/Students; 30 users

CAL – Coyote Radio and Advertisement	Re-image and SSD upgrade for iMacs	
	Department: CAL Advertisement	Impact: CAL Ad. Staff/Students; 30 users
ITS – TSC Call Center	Cover phones for the TSC	
	Department: ITS - TCS	Impact: Faculty, staff and students
CSBS – SW LMS	Online Training platform to be used with partnering universities.	
	Department: ITS, SW	Impact: Faculty, staff and students; 100+ users
CSBS – SW Acuity	Online Field interview scheduling for internships	
	Department: SW	Impact: Faculty, staff and students; 200 users.
CAL – Radio VM	Virtual server to test new applications for Coyote Radio	
	Department: ITS, CAL	Impact: Faculty, staff and students; 10 users
CSBS – SW Reach	Implementation of new digital signage for SW on the 4th floor	
	Department: ITS, SW	Impact: Faculty, staff and students; 100+ user

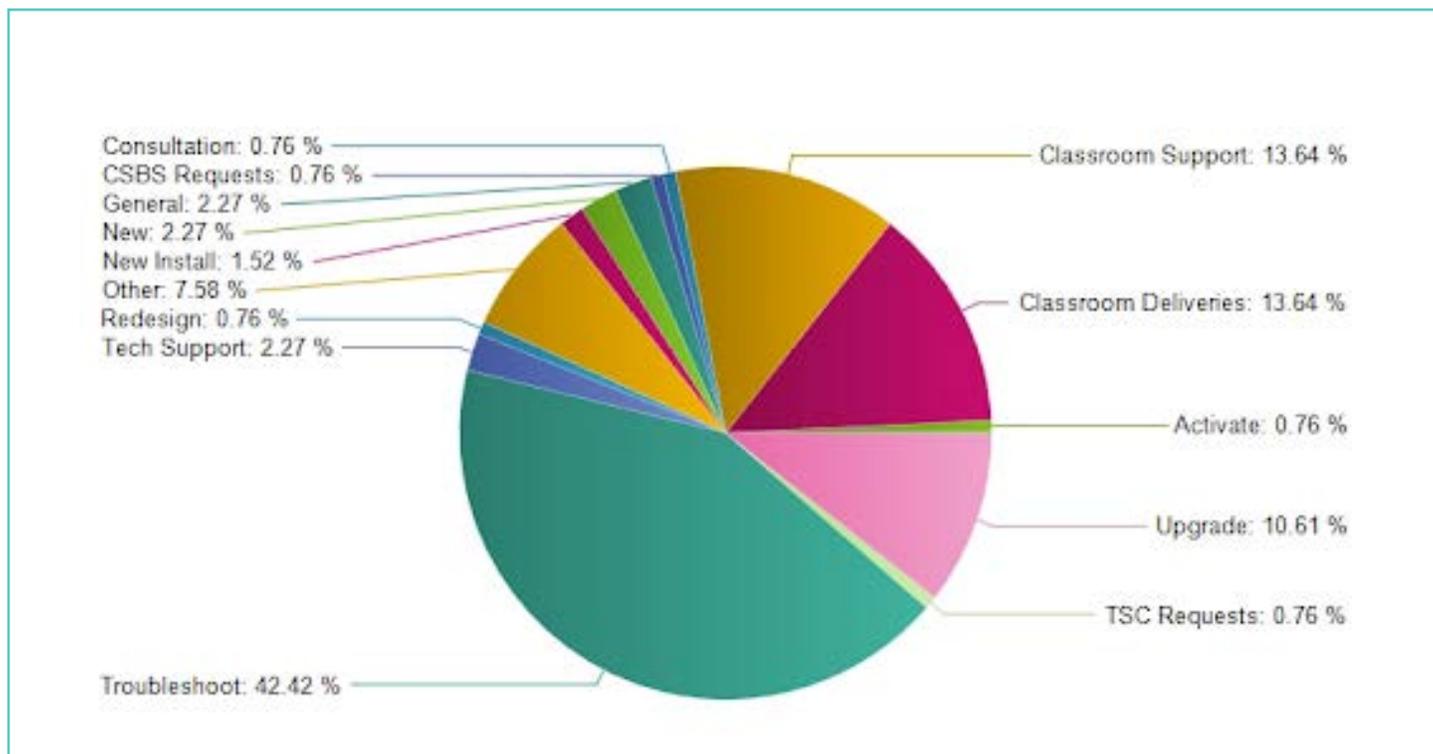
Audio/Video SMART Classroom Support Team's

The AV Classroom Support team improved services to the classrooms and lecture halls in order to improve both student and faculty success in the 250 SMART classrooms and assisted in some of the college Instructional classrooms/labs.

The Classroom Support team also upgraded the following classrooms throughout this past year:

- **College of Education:** 39 classrooms. Converted CE-203 into an Active Learning Classroom.
- **College of Social and Behavioral Sciences:** 23 classrooms.
- **College of JHB Business and Public Admin:** 8 classrooms. Began converting JB-382 and 384 into Active Learning Classrooms.

While the above buildings and classrooms received specific upgrades, repairs and maintenance upgrades were also made in SMART classrooms throughout the entire campus. Working with college technicians, the team handled WAudio video support tickets for the SMART classrooms during the 2018-2019 academic year.



Above is a breakdown of the Audio/Visual Classroom support team's work this past academic year. **56% is for Classroom Support and Troubleshooting. Most of the other work includes classroom upgrades and equipment deliveries:**

Assessment

The Audio/Video team assisted with over 200 incident and request tickets:

- Classroom Support assisted several colleges with upgrades and improvements to their classrooms and Instructional Labs.

The Standard Operating Procedure (SOP) group of the College Lead technicians:

- Worked together to procure over **300 computers and laptops** in a campus-wide bulk purchase from Dell Corporation that produced a substantial net savings to the campus.
- Provided the campus techs with two **“All Tech Days”** in the Fall and Spring quarters, which gave all of the campus technicians a chance to introduce new technicians in the CSUSB community, hear about campus-wide IT projects and to listen to great faculty speakers about “Being your Professional Best” and “Leadership and Employee Motivation”.
- Worked together in order to help the Property Office **streamline campus Asset Management**. The Cherwell Asset Management tool was selected by Property to manage not just campus IT equipment, but all of the 12,000+ campus assets. This will be a joint venture between ITS, the College technicians, and the Property Office.
- Agreed to use the **Cherwell Enterprise Service Management tool** in order to receive and manage incident and request tickets for each of the college faculty and staff members.
- Approved the **2019-2020 Classroom Support Upgrade Plan** for the Pfau Library, the Health and Physical Education, and Chaparral Hall buildings.

Looking Ahead

The Distributed Technologies Department is also participating in several new building implementations and remodels:

- 1. The College of Extended and Global Education** is in the middle of completing their new Center for Global Innovation. This new building will be located just north of the Pfau Library and will have 19,000 sq. ft. of classroom space for both CEGE use and campus use. The Audio/Visual team is working with Facilities Planning and Management in order to get all of the audio/visual pathways and cable closets established.
- 2. The College of Natural Science** is renovating their Museum (Chemical Science building) into two new classrooms that will be outfitted with the latest in audio/video technology.
- 3. The Student Union Expansion** groundbreaking occurred on June 4, 2019. The Audio/Video team is working with Facilities and the Student Union in order to ensure that all campus standards are met in the new building.

4. The College of Natural Science is also renovating two of its Math classrooms into Active Learning Classrooms in JB-382 and JB-384. They are also remodeling and upgrading PL-211, JB-383, JB-385, JB-387 and JB-390 to improve classroom instruction.

5. Lecture Halls in VA-101, JB-102, and HPE-124 will receive floor coring in order to prepare them to have surround sound systems this next year.

6. Student Collaboration Stations continue to be a hot topic in each of the colleges. The Audio/Visual team will work with the SOP team in order to have collaboration stations throughout the campus this next year.



Enterprise And Cloud Services (ECS)



Highlights

Cloud Acceleration Center

CSUSB was awarded **\$20,000 in AWS credits** by the Chancellor's Office to explore a CSU-wide document imaging system under a shared-service model. As such, it allowed the ECS team to explore the option to re-architecture the current OnBase system using cloud-native platforms, as identified by the cloud readiness assessment.

Blackboard Grade Upload Tool

In a continuing effort to enhance services to the campus community and to further integrate various campus systems, ECS has made available an upgrade tool that significantly improved the way faculty upload scantron exam grades into Blackboard.

Previously, faculty has to manually import scantron grades.



Desired State configuration

A number of systems have been brought under configuration management to audit and enforce desired configuration state. This effort also enabled ECS to provide repeatable solutions and like-for-like development instances of production systems.

Assessment

COIN RUN REPORT 2018-2019

COIN RUN STATIONS	UH	TSC	SMSU	Lib Copy Room	Lib Ref Desk	JB Lab	Total
AMOUNT YTD -->	\$3,992.00	\$14,390.00	\$2,719.00	\$4,312.00	\$42,672.00	\$6,921.00	\$75,006.00
Number of runs YTD -->	122	122	60	123	125	59	

PRINTED PAPER SOTES 2018 - 2019

College	Fall-18	Winter-19	Spring-19	Total
CAL	14,777	12,329	10,437	37,543
CBP	6,689	7,478	7,117	21,284
CED	1,794	1,703	1,484	4,981
CNS	22,957	19,730	19,100	61,787
CSB	17,129	16,008	15,613	48,750
CUV	627	325	329	1,281
PALM	3,260	2,713	2,624	8,597
TOTALS	67,233	60,286	56,704	184,223

NCS-GRADING REPORT

YEAR -->	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
July	-	2,351	2,336	1,721	1,156	0
August	-	1,181	1,353	1,324	1,394	1,380
September	-	991	1,117	000	741	003
October	-	9,600	9,036	9,407	9,742	12,648
November	-	9,094	9,081	8,642	8,037	8,275
December	-	10,397	11,375	11,154	8,830	9,784
January	-	1,356	574	2,216	2,846	4,969
February	300	12,307	14,182	10,951	11,511	12,082
March	-	15,715	14,297	14,449	9,300	11,516
April	2,196	5,021	3,617	4,156	4,068	5,532
May	9,002	11,694	10,904	10,995	9,950	9,640
June	10,124	12,115	9,067	7,738	9,278	9500--Estimate

Total Sheets scanned	22,502	91,825	86,939	83,653	76,853	76,497
Total tickets opened	312	1,314	1,263	956	1050	1050
Blackboard usage	0	0	0	0	0	226

Looking Ahead

Cloud Disaster Recovery Solutions and Business Continuity Plan

ECS will explore a Cloud Disaster Recovery (Cloud DR) solutions to supplement our current backup and restore, and business continuity strategy. This solution involves storing and maintaining copies of electronic records in geographically isolated cloud computing environments and opens the opportunity to provide more aggressive restore point options. Effective cloud disaster recovery provides continuity for services and the ability to continue University business in the eventuality of loss or failure of IT services.

This effort will include a revamping of the current Business Impact Assessment process to better map process dependencies, process to infrastructure, and better calculate recovery point and recovery time objectives.

Virtual Infrastructure Upgrade

To address the upcoming end-of-support for the current generation of on-site hypervisors and storage, we will implement the solution decided by IT Governance based on the **risk-benefit analysis** provided in the Management Action Plan

Continuation of Cloud Migration

Through the **Gartner Cloud Migration Readiness Framework**, CSUSB identified systems and applications that are cloud-ready. In the upcoming year, ECS will continue evaluating and migrating campus applications to the cloud based on the framework. Campus department file share is another possible candidate that the framework has identified as cloud-ready. ECS has evaluated various options including Google Team Drive, Microsoft Teams, Sharepoint Online, as well as Microsoft Azure File Sync.

Storage Infrastructure Upgrade

With the significant growth of campus security cameras and media-rich storage needs, ECS has upgraded the current Storage Area Network to **1 petabyte (PB)**. In addition, the campus has acquired a new **300 TB Network Attached Storage** and will begin a migrating many of the media-heavy storage that does not require high I/O onto the new NAS. This will allow CSUSB to reserve the premium SAN storage for production workload.

Information Security and Emerging Technologies (ISET)



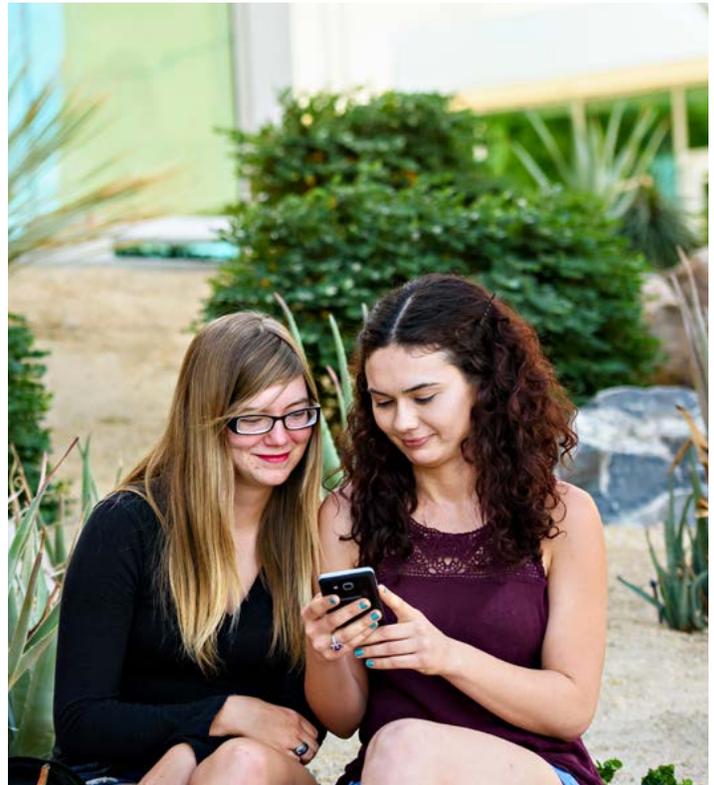
Highlights

Governance and Compliance

The Information Security, Compliance and Emerging Technologies subcommittee successfully reviewed and updated several important information security standards, additionally this year they reviewed and updated their charge.

This subcommittee met periodically through the year and reviewed the following campus policies and standards:

- **CSUSB Wireless Network Policy**
- **CSUSB Privacy Notice**
- **CSUSB External Use of Enrolled Student Mailing Lists Policy**
- **CSUSB Guidelines for Information Generated on the Electronic Marquee Policy**
- **IT Governance - ISET Charter**
- **CSUSB Access Control Standard**
- **CSUSB Information Security Awareness Program**
- **Review Campus Email Structure and Communication Policy Changes**
- **CSUSB Information Retention Schedule**



Enterprise Applications

More applications continue to be incorporated in the campus portal using single-sign-on, improving the access to services in support of faculty and students academic activities and staff to administrative applications. This year the following applications were integrated on the campus portal:

- | | |
|---------------------------|---------------------|
| • Bomgar | • Questica |
| • CampusLabs | • Pageup |
| • Cherwell | • Philo/Roku |
| • Civitas Learning | • MoveIT |

- Wiley, Safari and Emerald Insights (library)
- PeopleGrove
- Reclaim Hosting
- ScholarWorks

Multi-Factor Authentication

In an effort to mitigate the exploitation of compromised credential for access to university critical systems and application, a multi-factor authentication solution was implemented across the university.

The university adopted DUO the solution provided the Chancellor's Office, which is a two-factor authentication solution.

This solution was implemented to all campus users that were identified to have access to sensitive information or to maintain university critical systems . **The DUO solution is now required for any administrative access to PeopleSoft CFS, HR and SA, and for VPN access to University critical systems.**

Assessment

Risk Assessment of sensitive data

As an integral part of a campus periodic risk assessment required by the Chancellor's Office **(ICSUAM-8000)**, the ISET team conducted in close collaboration with all units across the university a campus wide inventory of sensitive data repositories during Fall 2018 using a Qualtrics survey. The results of the survey allowed ISET staff to identify and create a plan to address possible gaps on university procedures that places the information at risk for unauthorized disclosure.



Online Computerized Information Access (CIA) Form

A significant improvement was made to the CIA process and now additional components or systems are being easily added to the CIA Request Form. As a result of these improvements, the number of components or systems that are now incorporated to the CIA process has **increased 16%** in the last year enabling an effective monitoring and documenting of access.

In addition, a new process was formalized starting in February 2019 to review and grant access for individuals who transfer to other departments enabling continuity of administrative PeopleSoft access. This complicated process requires the coordination between units to allow department transfers to retain their access while the CIA Request process is fulfilled.

In its effort to improve the efficiency of the CIA authorization process, ITS is working this incoming year to improve the managers view of the CIA Request form.

Information Security Awareness and Identity Protection

A critical component for the prevention of security incidents is the security awareness and training of university faculty and staff. As part of this effort, ISET conducted several information security awareness activities targeting primarily faculty, staff and administrators.

The activities included the distribution of email security tips to campus listserv, conducted **information security awareness presentations** to the **Employee Development Days** in September 2018 and the **Tech or Treat** event in October 2018.

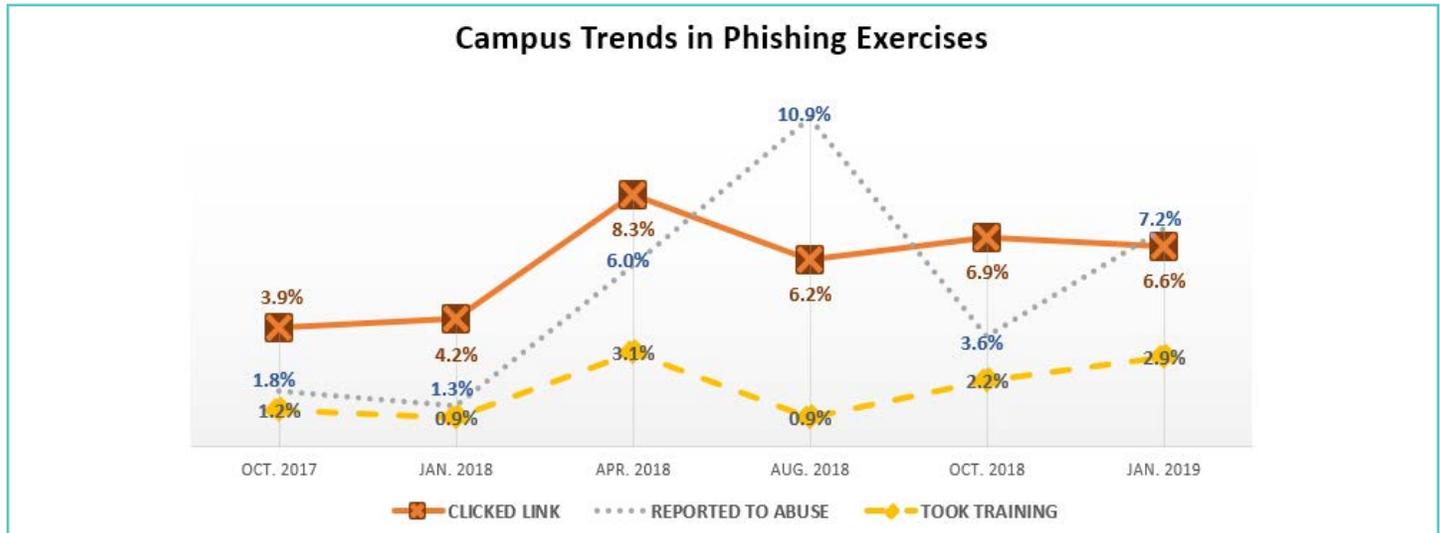


This year the Information Security and FERPA training for the campus was updated and moved to **CSULearn**, a new vendor platform provided by the Chancellor's Office for system wide training. This new platform allows the university to assign, monitor and track compliance with CSU information security awareness and training policy.

This year, two major activities were conducted as part of the identity protection program, namely the **periodic training** of staff on the Red Flags Rule (FTC) which is a prevention program for the detection and prevention of identity theft, and the **campus phishing campaign** as a prevention program for preventing the compromised of university user's authentication credentials.

This year 14 units cross the campus were identified as those which met the requirements to be included in the Red Flags Rule requiring creating and maintaining RFR plans and fulfillment of training requirements. Although training was delayed due to implementation of CSULearn, a new RFR training will become available starting in July-2019, facilitating the assigning and monitoring of training.

Phishing exercises were conducted on the campus for the prevention of social engineering attacks to campus faculty and staff. A **total of 6 phishing exercises were conducted this 2018-2019 AY** targeting different groups. Since the campus began the phishing exercises, trends for reporting phishing and taking training has increased. However, the statistics shows that “clicking rates” have reached a plateau at about 6.5%.



Phishing Program

Phishing exercises were conducted on the campus for the prevention of social engineering attacks to campus faculty and staff. A total of **6 phishing exercises** were conducted this 2018-2019 AY targeting different groups. Since the campus began the phishing exercises trends for reporting phishing and taking training has increased. However, the statistics shows that “clicking rates” have reached a plateau at about **6.5%**.

Business Continuity

Business continuity is a function that is taken seriously by of ITS since a significant number of critical functions of the University depend on technology. For this reason, ITS conducts periodic business continuity test in order to identify effective alternatives for response in case of unexpected incidents. This year ITS conducted business continuity exercises on all units, including a business continuity exercise for the ITS leadership.

Looking Ahead

The DUO solution is available by request to the Technology Support Center to any faculty and staff who may be interested in adding one more layer of security for the protection of their authentication credentials to university applications. In light of the increasingly efficient attacks on CSU employees and continuous compromising of university credentials, an upcoming trend in the next academic year is to expand the DUO solution to all employees.

Palm Desert





Highlights

Student Success Studio

We relocated our Student Success Studio from UCR to the Indian Wells Academic Center for Excellence. This move provided a central location for our students where, we could expand the facilities to include a private section for offices and a conference area. Utilizing the one-time fund from the State of California, we were purchased new furniture and interactive technology so we could create an innovative and collaborative space for our students and their tutors.

More than 30% of the PDC student body were served during its first year of operation. Gina Hansen, the interim Director, has done an excellent job developing this program and providing a space where our student can work to achieve academic excellence and have a successful collegiate career.

Increased and improved campus safety

Anticipating additional, and upgraded, camera surveillance required the Palm Desert Campus to secure an official mapping of the existing electrical/telecom conduits on campus. We contracted with Adept Communications, and they have provided us with a detailed schematic for future use.

To prepare for further enhancements, we identified existing conduit that needs to be replaced and have submitted a request to update the conduit on the IW Academic building. This replacement will provide the groundwork so we can upgrade the old analog cameras to digital ones for higher resolution and better security. Panic buttons have been installed in the Student Success Studio and Osher office, to further enhance security on campus.

Expand functionality of PAWS Radio

PAWS radio went live in May 2018, and we continue to fine tune our broadcasts, including expanding the practicum include Marketing and Management, as well as Communications.

Advanced technological equipment was purchased and we have the ability to do remote broadcasts, and will be expanding that capability to other events on and off campus, so we can bring the news and events of the Palm Desert Campus to our community.



Commencement and Convocation

The 2018-2019 Academic year began with a beautiful Convocation, in September 2018 in our Indian wells Theater will end, in June, with a poignant Commencement at the Agua Caliente venue, The Show. The PDC IT staff provided the audio, visual, lighting and computing technology for Convocation and provided teleprompter (and support), co-ordinated the execution and use of Marching Order software, local communication throughout the venue, and video and audio content for Graduation.

Neurofeedback Center at UCR

Through grant opportunity, the Neurofeedback clinic was established in our neighbor to the south, UCR-Palm Desert. The PDC IT worked with the IT team at UCR to install and configure network infrastructure, which would allow the staff to access the CSUSB network. VoIP phone were provided, installed and configured to also have the benefit of the full functionality of the CSUSB network. The center serves students and community members in the Coachella Valley.

Veterans Center

Our Veterans Center received funding to upgrade their computing equipment as well as new visual and communication equipment.

The PDC IT team working with the Veterans Center personnel and our facilities personnel, installed, configured this equipment which will serve and support our CSUSB student veterans.



Ongoing Support

The PDC IT teams continues to deliver World Class customer service to all the programs (Nursing, Communication, Psychology, OLLI etc.), departments (Bursar, Admin and Finance, Facilities, SSD) and

services (SHC, WiFi, Parking, etc) as well as providing support for on and off campus events for CSUSB and non-CSUSB partners. We provide **technology support M-S 6:30AM to 10:00PM**, with a staff of 4 people. We are committed to the goals and objectives of the University, especially student success.

Assessment

With the availability of the one-time Expansion funds from the State of California, we were able to:

- Upgrade our Graphics Art Labs with the 21 licenses of Adobe Creative Suite
- Upgrade Graphics Arts Lab with 7 iMac's (27" retinal display)
- Furnish our Student Success Studio with collaborative tables and chairs (2 Bullet tables, 2 monitors, 8 adaptable tables and 40 chairs)
- Purchase and install a PowerLift table, to make RG 205 completely accessible for students and instructors
- Purchase 30 Ethos chairs for RG 307 to make it the 1st collaborative and innovative classroom on campus
- Engage Adept Communication to document current pathways for UPD/Parking expansion
- 36 Dell AIO's for Library and Open lab

With VETI Grant: We purchased 40 laptops that were used by our English (Fall 2018), Social Sciences (Spring 2019), Advising (Academic Year 18-19), USTD (Summer 2019) and Math (Academic Year 18-19) programs, as well as Student Assistants (30) , SOAR events (2).

1. Provided technology support and equipment for 369 OLLI classes
2. Provided technology support and equipment for over 200 events (Outside CSUSB clients)
3. Provided support for Distance Learning classes for all 4 quarters.

Looking Ahead

Classroom and Office space

Space has become a premium commodity at PDC. We are working with the Academic Task force and the Dean to relocate, configure and equipment new faculty and staff offices, and classrooms. We are in the discovery process of turning the Indian Wells Theater into a classroom. We have had several bids for a 'stand-alone' podium, that would control lights, projection and computing capabilities, so staff would not be required to man the production booth if the theater was needed for classroom instruction.

Hub, Cybersecurity and Hospitality Management programs

37023 Cook Street has been secured to house these new programs. We are working with the City of Palm Desert, the Chancellor's Office, Cenic and Spectrum to get this space leased, and equipped. It will be a mixed use space with office, classrooms, and areas for innovative collaboration. It is scheduled to open on Fall 2019.

Distance Learning and Quarter to Semester impact

Distance Learning continues to be a viable option for our students to take classes on our campus that are being taught at San Bernardino.

We are waiting to see the impact of the conversion on the need for more or less classes before we retrofit our classroom to be conducive to Distance Learning. Turning those labs into innovative and collaborative classrooms is the goal of the retrofit.



Project Management And Assessment Office



Highlights

The Project Management Office serves as a primary resource in a project management capacity or active project team member(s) on major ITS or University projects such as the:

- **Campus Labs project**- Campus Labs provides a campus wide platform that enables the campus to be able to view and accurately address assessment needs, as well as to make accreditation an easier process. This project directly benefits both faculty and student success.



- **Cherwell Enterprise Service Management System** provides a robust ESM solution that will serve the needs of the entire campus community.
- **ITS Consulting Services** group provided more opportunities to assist the campus in new software implementation projects
- **Tapingo** project CBORD/Get affords the CSUSB campus community an easier way to view waiting times, and to order food and beverages in a more efficient manner via a mobile App. The project enhances the student experience.
- **Cayuse SP** project provides a tool for faculty and management to generate reports based on data collected in the Cayuse 424 and IRB modules. This project contributes to greater faculty success.
- **Interfolio** for Faculty Retention, Tenure and Promotion (RTP) provides the CSUSB faculty with a tool that allows faculty to document their progress in their quest for advancement within the CSUSB system. This project contributes to greater faculty success.
- **Faculty 180** is designed to maximize the quality and accessibility of faculty data, while eliminating outdated redundancies. With flexible tools for data-input and reporting-output, plus multiple levels of customization.



- **Web-TMA**, New Facilities Services, Work order Management System enables Facilities Services to operate in a more efficient manner in regards to maintaining and servicing the campus communities, buildings and chargeback needs.
- **ACUE-TRC** project provides the CSUSB faculty a customizable training tool. This project contributes to greater faculty success.
- **ASI Electronic elections** project will not only allow the ASI board an on campus solution to electronic elections, but will also document the process for any other campus entities that would like to hold electronic elections. This project directly benefits the campus student experience.
- **v project** is a Study Abroad intake and tracking product. Potential users of the site will be able research possible study abroad opportunities as well as to apply for study using the tool.
- **License Plate** Recognition project is a product and tool that allows the Parking Services department to operate in a more efficient and cost savings manner.
- **Simple K**, New key management system for the campus enables Facilities Services to operate in a more efficient manner with the tracking and distribution of keys on campus



PMA Liaison group

The ITS PMA's office is eight months into the implementation of the ITS departmental project management liaison's group. Thus far the liaison group has been successful in the following ways:

- **Managing and the cleaning up of each department's projects within Wrike**
- **The redesign of the PM project management database Wrike.**
- **Developing internal and external project intake templates.**
- **Creation of graphs and charts that demonstrate how each department's projects align with both the CSU and the campus and division strategic goals and initiatives.**

CSU Project Management study group

The ITS PMA's office coordinates and facilitates a CSU project management study group. This sixteen week study group was implemented by the CSU project management's department.

The purpose of this study group is to teach all interested CSU employees the basics of project management through hands on participation and weekly co-facilitation by the various campuses. This sixteen week CSU study group will hopefully culminate in some members becoming certified as project managers.

Capital Projects (Major and Minor)

The ITS PMA plays a major role in campus major/minor capital building projects. This role includes, but is not limited to: consulting, reviewing and commenting on low voltage plans, reviewing and commenting on building project plans, site walks, ITS services coordination, attending weekly project meetings.

The ITS PMA has recently completed a CSUSB electronic reference guide. This IT reference guide will serve as a template for all construction projects. (Major and minor) This reference guide will also allow any and all project managers the ability to view all subjects as they relate to the IT infrastructure.

Major construction projects:

The PMA participated in the design and installation of a voice/data/wireless network for the newly completed Student Housing Residential complex.

The PMA is also actively involved in the voice/data/wireless network design as well as the design and installation of all A/V for the Center for Global Innovation and Student Union Expansion projects.



Minor Construction projects:

- **The buildout of the new Anatomy Labs in CS-141 & BI-326**
- **The Jack Brown east wing expansion project**
- **The Cellular expansion buildout project**
- **HPE Arena floor & Scoreboard Upgrades**
- **AD-101 Tenant Improvement**
- **AS Printing Services expansion**
- **PL-5005 group study rooms**
- **Campus wide fire Alarm Panel replacement**

Special Projects Completed

1. Completion of phase one of expansion of the CSUSB campus wired and wireless network into the Athletic fields.
2. Developing a sustainable internal solution for ASI to hold their yearly board of director's elections via online voting.
3. Implementation of phase two of the mobile emergency alert system LiveSafe.
4. The PMA office has assisted with a major Chancellor's Office initiative for the Centralization of Human Resources (CHRS).
5. The successful submission of a Vetri grant proposal that will further expand the CSUSB campus wired and wireless network into the athletic fields. A successful award for this proposal will accomplish the following: Allow for live streaming of student sporting events, buildout an IT infrastructure that will serve as a central hub for the proposed athletic village.

The PMA office provides assistance with the following service offerings:

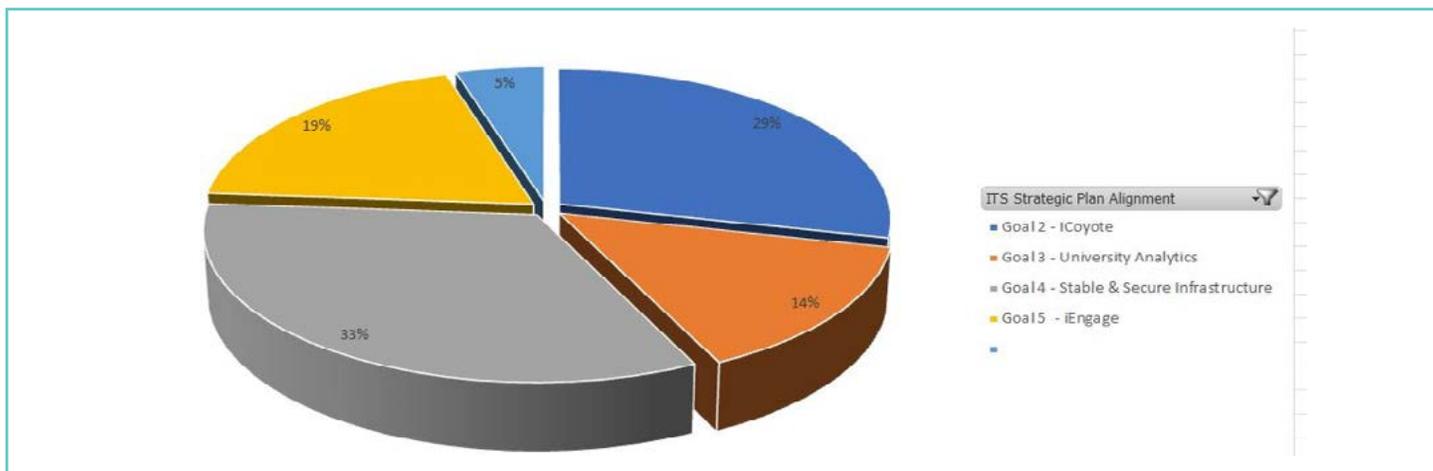
- Technical Advisory Group (TAG)
- ITS Operations meetings
- ITS leaders and FPDC project manager monthly meetings
- Conducts Project Management Liaison meetings
- Oversees the CSU project management study group.

Assessment

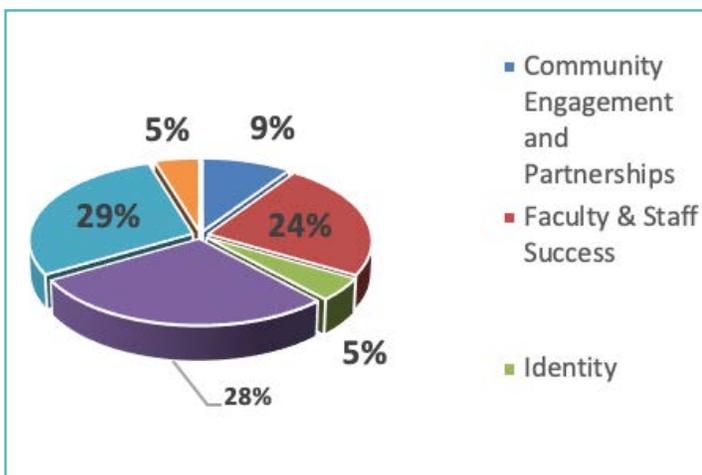
This year the Project Management and Assessment office worked closely with all of the departments within Information Technology Services (ITS), on several critical projects, specifically the PMA department tracked the following:

- There were **168 projects completed** within the Division between June 2018 and – May 2019.
- There are **205 current or open projects** within the ITS Division.

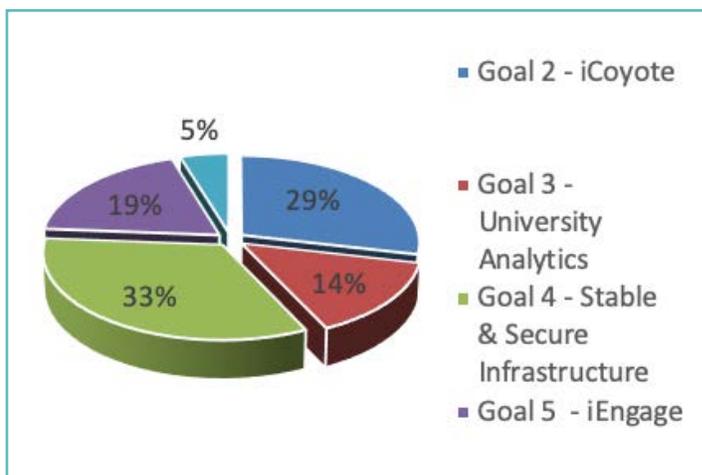
The following graphs show the ITS division's projects as they relate to the ITS/CSUSB Strategic Alignments, PMO's projects breakdown and PMO projects strategic goals alignment.



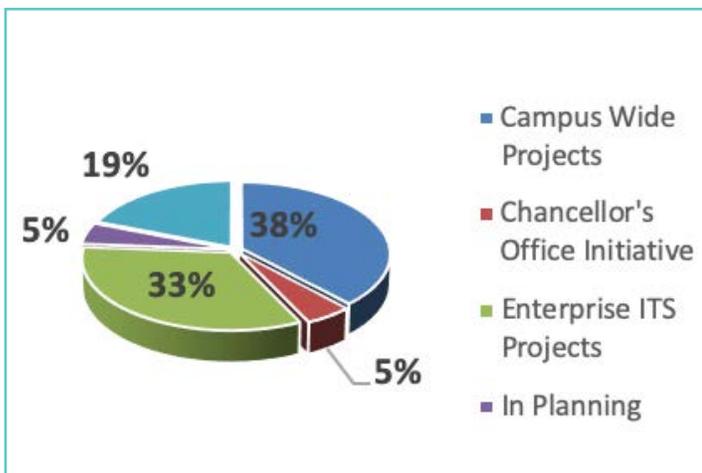
ITS Swc Alignment



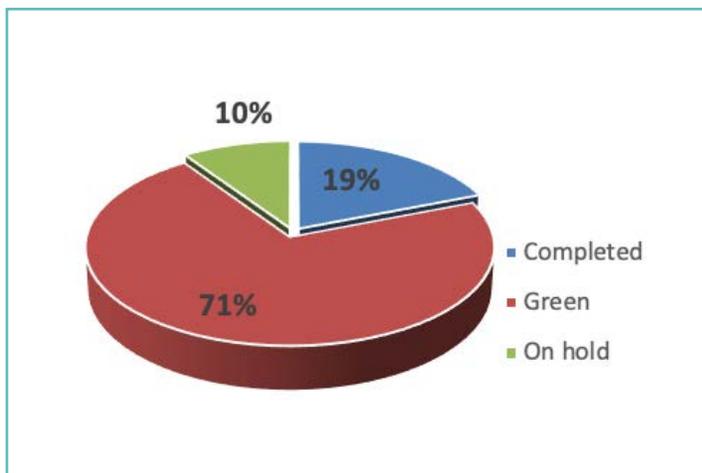
Count of CSUSB Strategic Alignment



PMO projects strategic goals alignment



Breakdown on type of PMO projects



Status Of PMO Projects

Looking Ahead

This upcoming year, we are looking to mature the Project Management and Assessment service offering, we would like to further develop the following:

1. **The roles and expectations of Project Management Liaisons within each ITS department.** The Liaison's will continue to support ITS Leaders through clear lines of communication and promotion of project management practices, involvement and participation.
2. Continue to **strengthen project management practices and project management office involvement** throughout the division by hosting and offering training opportunities for all staff within the division.
3. **Lead the establishment of business process improvement** as a service the ITS Project Management and Assessment Office provides to the division and campus community, utilizing workflow tools and leveraging subject matter experts.
4. **Further project reporting and assessment** through project management software to enhance and reinforce the division of Information Technology Services commitment to the University Mission, Vision, and Strategic Goals.
5. **Solidify the expectations, services, and legitimacy** of the Project Management and Assessment Office for the division and campus community through the creation, development and approval of a Project Management and Assessment Office Charter.

Technology Support Center (TSC)

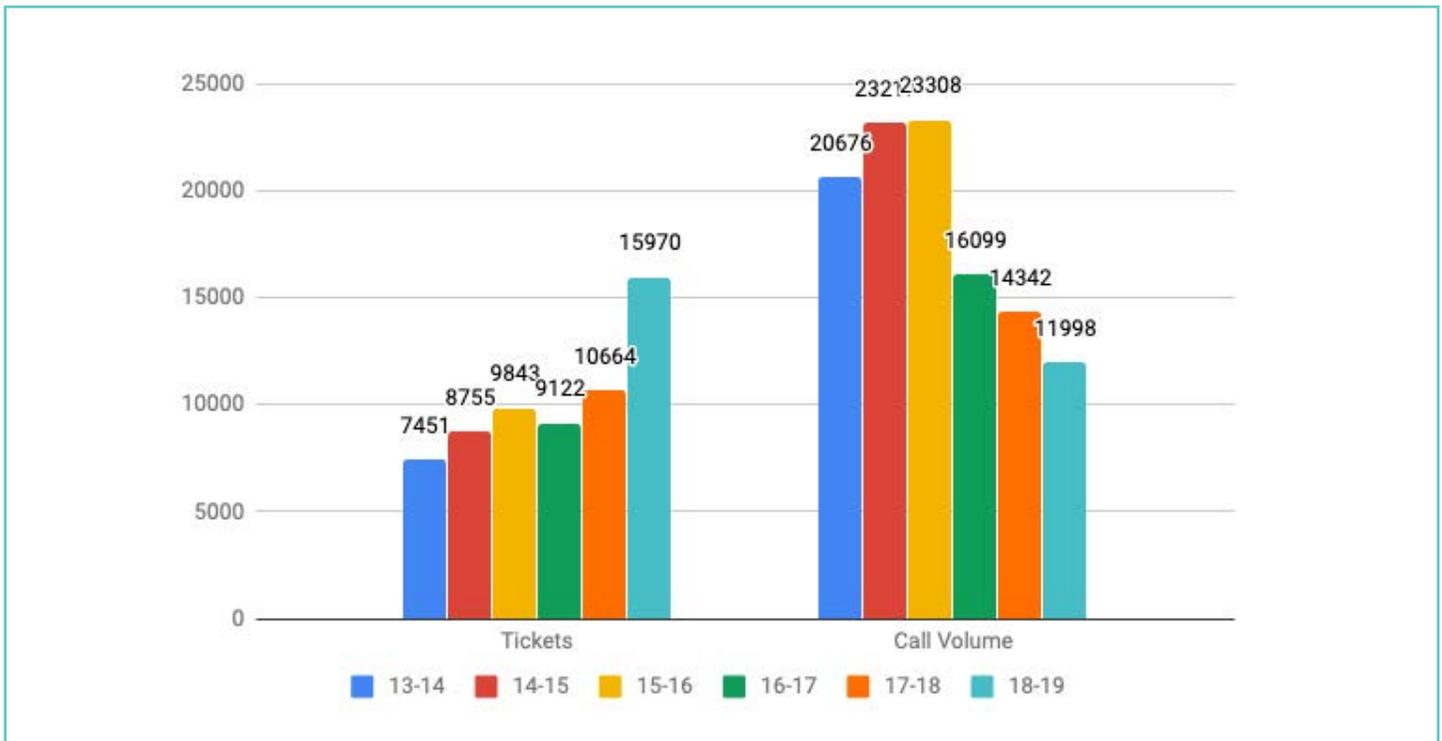


Highlights

The Technology Support Center continued to provide world-class first line phone support and desktop support services for the campus faculty, staff, and students.

The Technology Support Center handled over **14,000 calls from June 1, 2018 - May 31, 2019**. The busiest weeks for phone support were the first two weeks of both the Fall 2018 and Winter 2018 quarters, where we answered more than **400 calls each week**.

Technology Support



Side-by-side annual comparison of Tickets and Phone Calls to the Technology Support Center

- The Technology Support Center also provides a **24 hour study & computer lab** in the Cave.
- This lab has seen increasing use this year with over **59,000 unique logins** from over **6,500 unique students**.
- This represents a **15% increase** in use over the previous year.

Service Management

From June 1, 2018 - May 31, 2019, the ITS division completed 15,970 tickets

Included is a breakdown of the tickets resolved by each department within ITS sorted by the number of tickets resolved.

Department	Tickets Resolved
Technology Support Center	5506
Enterprise & Cloud Services	2960
Telecommunication & Network Services	2115
Web Services	2052
Distributed Technology Services	1979
Academic Technology & Innovation	849
Administrative Computing & Business Intelligence	165
Institutional Research	151
Enterprise Service Management	99
Information Security and Emerging Technology	54
Palm Desert Technology Services	40

Breakdown Of Tickets Resolved By Department

Training Services

The ITS Training Services department provides training, documentation, and support for PeopleSoft Human Capital Management & Student Administration, Consolidated Finance System & Data Warehouse, and a variety of software topics to the campus community.

We also provide other technical training sessions for topics such as Zoom, New Employee Technology Orientation (NETO), Communication in the Workplace, Financial Aid, Qualtrics, and several others. These topics are offered through a variety of platforms which include: instructor led training, online training (available in Blackboard, Skillsoft/SumTotal, and Lynda.com), and one-on-one training. Sessions are offered in small group, department based, one-on-one, and walk-in services. We also provide special requested training topics can be scheduled.

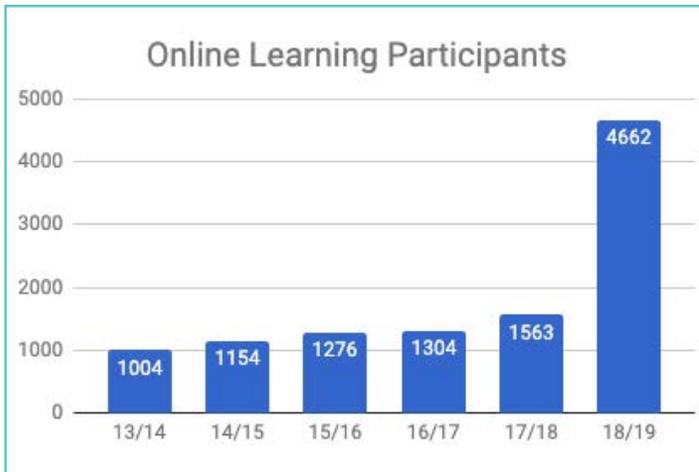
From June 1, 2018 - May 31, 2019, we served:

- **Instructor Led trainings:** 541 sessions, with 833 attendees
- **One-on-One trainings:** 114 attendees
- **Online trainings:** 4,662 attendees
- **Walk-in trainings:** 419 attendees
- For a total of **6,028 training attendees served** in the past year

For a total of 6,028 training attendees served in the past year



Breakdown of Training Participants by training method



Online Learning Participants comparison by year



Total Training Participants comparison by year

Class Climate/SOTES

The Technology Support Center continues to provide support and administration for the Class Climate/SOTES process. Available in both online and paper surveys, the results of the surveys are available for review online.

This year, we delivered:

- **49,797** online surveys, with **10,866** responses
- **5,114** paper surveys, with **2,050** responses

Projects

The Technology Support Center worked diligently to complete a variety of projects during the 2018-2019 year. Completed projects include:

- In an effort to expand students options for printing across campus, we **implemented a pilot of four INK SmartStations**. These self-service printing kiosks allow students to print from not only the lab computers, but from their personal devices, usb drives, and their cloud storage accounts (Google Drive, OneDrive, Dropbox, etc.). The initial pilot of these devices are located in the Wedge Lab, the Pfau Library, the Santos Manuel Student Union, and the Palm Desert Campus.
- A major effort for the year was the **development and launch of the Cherwell Service Management platform**. Our Enterprise Service Management team worked to customize the Cherwell product to meet the needs of several departments and college IT teams in order to centralize and standardize our ticket platform. This effort has increased the level and visibility of the support we provide to the campus.
- As always, the Technology Support Center participated in SOAR this past summer at both the San Bernardino and Palm Desert campuses. We issued more than 6,000 cards during these yearly events
- We **enabled the ability for Alertus**, the desktop emergency notification system, to read out text through computer speakers. In addition, we've established a regular series of tests to ensure the system is functional.
- The Enterprise Service Management team has been working with the Human Resources department to implement a HR Service Management through Cherwell
- In April, we completed a migration and upgrade of our hosted CBORD server from a physical to a virtual machine. This also came with an upgrade to the software version in preparation for digital/mobile IDs and SmartCards
- We provided support for several Qualtrics surveys including: 2019 ASI Elections, TSC & SDC check-in kiosks, and Athletics & EOP student evaluation.



Assessment

The Technology Support Center processed over:

- **15,970 support tickets this year**
- **11,998 phone calls**
- **The Technology Support Center was involved in several projects across the campus in order to improve campus business processes and to facilitate student, faculty, and staff success.**
- **The Technology Support Center launched the campus Enterprise Service Management (ESM) system, including onboarding the Human Resources department**
- **More than 6,000 campus faculty, staff, and students were trained through the ITS Training Services Office.**
- **More than 7,500 new Coyote OneCards for students, faculty, and staff around campus. We are monitoring their performance and customer satisfaction in order to judge their effectiveness and weigh the possibilities of further deployments.**

PL-1109 Collaborative Setup

The open computer lab in PL-1109 is being redesigned with new furniture in an effort to increase its capacity to promote collaborative student work. This will include the introduction of new collaborative furniture and the installation of large screens for students to collaborate around.

LinkedIn Learning migration

As a part of our administration of the **Lynda.com Learning Management System**, we'll be undergoing a necessary upgrade of the platform as they migrate to the newly branding LinkedIn Learning platform.

In collaboration with the Staff Development Center, we'll be working to successfully make this transition while supporting the campus' learning needs.



Looking Ahead

Enterprise Service Management Expansion

The Enterprise Service Management (ESM) team is working through a series of expansions to the Cherwell Service Management platform in the coming year. This includes bringing on partners across campus such as Human Resources, all college IT departments, Purchasing, and Property Management.

This project will unify the campus ticket/request tracking service and bring about more standardization, automation, and efficiencies. It will also allow for increasing levels of collaboration and simplified hand off of work between departments.

Center for Global Innovation Move-in

During the summer, we'll be working to move in and **settle employees in the new Center for Global Innovation building**. This will involve working with TNS to move all of the Computer and Telephony equipment to follow the staff as they move into their new offices.

Coyote OneCard Upgrade

We are initially piloting the use of the **SmartCard technology** with Facilities Management to enable external door access on select buildings. Following that deployment, we'll be examining several other possible use cases for transitioning the older methodologies for the new technology.

Mobile/Digital OneCard

In conjunction with the Coyote OneCard Upgrade project, we'll be introducing an introductory version of a **Mobile/Digital ID** for use with the Coyote OneCard. It will provide students the ability to check and/or load their Coyote Cash balance and provide a way for students to pull up their Coyote ID photo and information from their mobile device.

Migration of Training Records to CSULearn

Wrapping up the implementation of the CSULearn Learning Management System for professional development and compliance training, we need to finish the **migration of historical information and other disparate online training courses** in the CSULearn system. This will allow us to have a single source of information concerning employee learning and compliance training, while also providing us the chance to modernize the employee/manager experience for enrollment and record keeping.

INK SmartStation Evaluation

We implemented our pilot of the INK SmartStation **self-service printing kiosks** this last year, and we need to evaluate both the student's experience and their cost/benefit for further deployment around campus. We currently have four INK self-service printing kiosks at the San Bernardino and Palm Desert campuses, but they could potentially provide enhanced service to students in more locations

Telecommunication And Network Services (TNS)

Highlights

CENIC 100Gig Network Upgrade

CSUSB was amongst eight of the CSUs to be upgraded to a **100Gig network connection** as part of the CalREN network.

Wireless Network Controller Upgrade

As part of the systemwide Common Network Initiative (CNI), CSUSB received an upgrade for the wireless controller hardware that supports the campus' over **1400** wireless access points. With the new hardware, CSUSB upgraded the wireless infrastructure to the latest CSU standard that included the capability of a cloud-hosted infrastructure for redundancy.

Unified Service Management Platform

Along with various other IT units, TNS has transitioned their work order system into the Enterprise Service Management platform, Cherwell, in order to further streamline workflow for service requests.

Modernized Online Directory

In partnership with various campus departments including Human Resources and Faculty Affairs and Development, we migrated the data that serves the campus online directory from a manually-entered database to utilize active employee data from PeopleSoft. This streamlines a part of the onboarding process on campus.

Assessment

Network Services

CSUSB's Science DMZ network continues to support the campus' research activities with sustainable data transfer rate of over 8Gbps for high-throughput research computing.

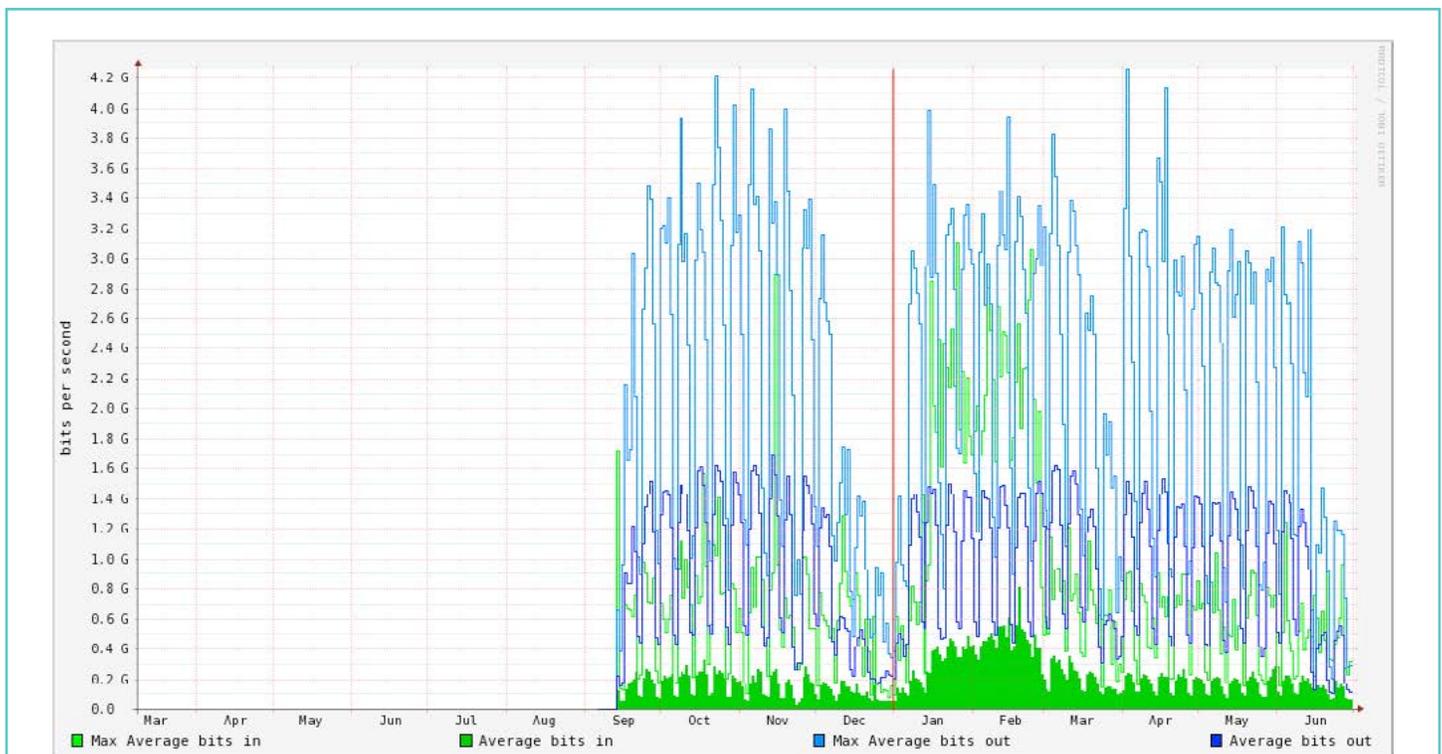
During the academic year, the campus had peak usage around **4.3Gbps**, about a **23%** from the previous year.

The upgraded 100Gbps connectivity through UCR will allow campus utilization to continue to grow





CSUSB-LAX 10G Network Link - 8G peak with research traffic



CSUSB-UCR 100G Network Link - 4.5G peak with normal utilization

CSUSB Wireless Network

Over **93,000 unique devices** were connected to the campus network last year, about a **16% increase** from the previous year (**over 80,000 unique devices**). The upgrade of the campus wireless controller will provide additional functionalities and reliability to the campus wireless network

Client Services

- **Campus Cellular Accounts – 310**
- **Outgoing Calls - 379,377**
- **Campus Phone Lines – 3,949**

Service Requests	2018-19	2017-18	2016-17
	2,632	1,709	1,811

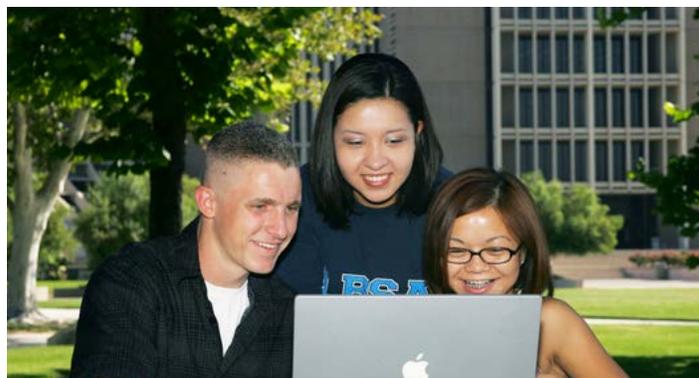
Operator Calls	2018-19	2017-18	2016-17
	77,182	85,673	92,980

Looking Ahead

Campus Wide Network Upgrade

Over Summer Quarter 2019, CSUSB will undergo a comprehensive campus-wide network upgrade. The current campus network infrastructure was installed in 2014 as part of the systemwide Common Network Initiative (CNI).

The **\$1.4M project will replace over 650 networking equipment** across the two campuses to ensure reliable network access and to support additional bandwidth requirements.



Telecommunication Infrastructure Upgrade

As part of the CSU-wide initiative to modernize campus telecommunication infrastructure, CSUSB has partnered with Facilities, Planning, Design & Construction on the assessment of campus telecommunication infrastructure to address critical needs and expansion needs.

Capital Construction Projects

With over **\$250M of capital construction project** under way, TNS will continue the partnership with FPDC on building out telecommunication and data network infrastructure to support the campus growth.

Various projects including the Student Union Expansion, Performing Arts Expansion, and Biological Sciences and Jack Brown Addition will have specific network requirements. TNS is also ensuring that these projects will serve a key role on providing additional outdoor wireless coverage for campus.

Phone Upgrade

CSUSB's Voice over IP infrastructure was introduced in 2004, and many of the existing phones are over 15 years old and are end-of-life.

TNS will be **upgrading over 750 of unsupported campus phones** that are obsolete. This will allow the campus to continue performing upgrades to the VoIP system.



Appendix

1. Cherwell Licensing Projections - Map For Review And Recommendation 67

2. Pulse Secure VPN Appliance 69`

3. Modification of MPP View of CIA Request- Map For Review And Recommendation 71



Cherwell Licensing Projections

MAP for Review and Recommendation

Introduction

When we first introduced Cherwell Service Management as our Enterprise Service Management tool, we purchased an initial allotment of 40 concurrent licenses for ITS. This was based on a recommendation from Cherwell on the percentage of expected active users per employee at any given time. We realized as we implemented more services and integrated more departments into the system that the original projection was lower than our needs, so we purchased an additional 20 concurrent licenses, and we are currently peaking at 47 concurrent licenses being used. Based on that number, we have an employee utilization rate of almost 56% at peak Cherwell usage.

Challenges(s)

As we continue to onboard additional departments, we expect an additional 50 staff from ITS and the colleges to begin using Cherwell Service Management. Applying our utilization percent, this translates to an additional 30 licenses being need to cover utilization during peak usage periods.

Alternatives

- Make each college responsible for purchasing Cherwell licenses for their techs (managing their licenses like ESM licenses), implement stricter auto-logoff policies, and take advantage of non-licensed user interfaces in more use cases
- Reduce our scope for Cherwell's implementation
- Do nothing and run into licensing limitations and potential employee frustrations

Impact(s) if we do nothing

We will run out of Cherwell licenses on an increasingly frequent basis as more and more users are added to the system.

Recommendation

Prepare to purchase 20 additional licenses in the new fiscal year to cover all future anticipated licensing needs for ITS in Cherwell. Additional licenses will likely also be purchased at this same time, but will be paid for and reserved for ESM users.

Budget Considerations

One time cost for prorating our licenses would be approximately \$12,000, and an additional annual expense of \$27,840 would be due in December.



Pulse Secure VPN Appliance

Introduction

CSUSB has been using a Pulse VPN appliance that is end-of-life/end-of-support. While the new Palo Alto Networks (PAN) firewall includes VPN functionalities, migration and other challenges resulted in concerns with technicians and system administrators.

Details

CSUSB has been running on Pulse VPN equipment that is EOL/EOS due to the CSU migration to PAN firewalls in 2017 that includes GlobalProtect VPN functions. However, migration has been challenging and previous issues with the PAN firewall resulted in technicians being denied remote access. As demands for VPN increases (over 200 users with VPN access), it is critical that we select a reliable solution for CSUSB.

Challenges(s)

- Reliance on a single platform for firewall and VPN presented challenges such as locking out system administrators and users if there are issues with the firewall.
- Current outdated hardware is end-of-life/end-of-support.
- Migration of users and access control lists

Alternatives

- Continue migrating to PAN as both the firewall and VPN
- Evaluate and migrate to other VPN vendors such as Cisco.

Impact(s) *if we do nothing*

- Current hardware may experience failure prior to completion of user migration.
- Future upgrade of campus firewall may not include VPN functionalities and we may have to migrate to another VPN solution.

Recommendation

TNS recommends that one-time fund be made available to procure a new VPN appliance to replace the outdated equipment.

Budget Considerations

Pulse Secure Appliance and 3 years next-day support - Total budget request \$10,000.

Assessment KPIs

- Less dependencies on one single system.
- Ability to remain on a different VPN vendor while the CSU changes to other firewall vendors.



Estimated Timeline

Completion date is December 30, 2018

Departmental Resource Allocation

ACBI ATI DTS TSC ISET TNS PMO Web

Approval

This project will require IT Governance review during the _____ monthly meeting.

Submitting MPP	Submittal Date
----------------	----------------



Modification of MPP View of CIA Request

MAP for Review and Recommendation

Introduction

The **CIA Request is a complex, access control process** of which MPPs authorization is a key requirement. Current MPP approval requires navigation through multiple pages to ensure identification of all components being requested. Then navigate to another page to finish the approval process. By condensing all relevant information and activities to a unified and concise view MPPs will find the user interface is more intuitive and efficient. This modification aligns with the Campus efforts on digitalization improvement.

Challenges(s)

Current process, while somewhat efficient, still presents challenges. **MPPs navigate through several pages before going to a final page** to approve the request. Current view also lacks any complementary information to assist in MPP decision making.

Alternatives

- Do nothing. **MPPs will continue to struggle with current navigation issues & missing information** provided on the interface in order to assess and determine if authorization is appropriate.
- **Find a different solution.**

Impact(s) if we do nothing

The major impact will continue to be presenting a **non intuitive interface** challenging the efficiency of the approval process.

Recommendation

Provide MPPs a **single page summary of all essential CIA Request information** to enable quick assessment and approval. Improving the MPP approval interface requires modification of the original OnBase code. Specifically, OnBase will need to develop a script that it will combine Multi- Instances keyword Type Group (MIKG) from multiple pages into a single page providing a unified and concise view to the end user. This will require professional services from OnBase.

Budget Considerations

This is a **one time budget request** for OnBase professional services with no recurring costs. Based on the quote provided by the vendor and the statement of work required to provide the development of this code the cost is **\$16,770**.

Assessment

KPIs

1. **Provide intuitive interface for MPPs**



2. Increase efficacy and efficiency of the approval process.
3. Use modification to improve efficacy and efficiency of other CIA Request steps.

Estimated Timeline

Start Date: March 2019

Completion Date: April 2019

Departmental Resource Allocation

XACBI ATI DDTS ECS ISET TNS PMO Web

Approval

This project will require IT Governance review during the _____ monthly meeting.

Javier Torner

February 26, 2019

Submitting MPP

Submittal Date

Approving MPP

Approval Date

CSUSB Strategic Plan

Vision Statement

CSUSB aspires to be a model for transforming lives.

Mission Statement

CSUSB ensures student learning and success, conducts research, scholarly and creative activities, and is actively engaged in the vitality of our region. We cultivate the professional, ethical, and intellectual development of our students, faculty and staff so they thrive and contribute to a globally connected society.

Core Values

As a university community, these core values are the driving force that moves us to accomplish our mission and goals:

- **Inclusivity**
- **Innovation**
- **Integrity**
- **Respect**
- **Social Justice and Equity**
- **Sustainability**
- **Transparency**
- **Wellness and Safety**

GOAL 01

Student Success: Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.

GOAL 02

Faculty and Staff Success: Foster innovation, scholarship, and discovery for faculty and staff success.

GOAL 03

Resource Sustainability and Expansion: Steward resources for sustainability, and acquire new sources of funding.

GOAL 04

Community Engagement and Partnerships: Serve and engage communities (local, regional, state, national, global) to enhance social, economic and cultural well-being.

GOAL 05

Identity: Build an identity that celebrates the uniqueness of our university, promotes our accomplishments, and inspires involvement.



Information Technology
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