Empower, Transform, and Innovate

ITS Strategic Plan
2022-2025

CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO

Information Technology
Services

WE DEFINE THE *future*

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Introduction

The ITS Strategic Planning and Assessment process was developed to create a needs-based and user-oriented strategic plan for the Division of Information Technology Services.

The plan is centered around three goal areas, Empower, Transform and Innovate. These broad goal areas create a framework that harnesses and integrates the expertise and resources from combinations of different ITS departments to address challenging and exciting systems level objectives. A highly collaborative process accompanied this integrative structure.

ITS purposely started the strategic planning process by performing a comprehensive information gathering campaign that focused on listening to the needs and wants of the faculty, staff, and students at CSUSB. ITS hosted individual sessions with each division, college, and constituency group across campus. This included the ASI board of directors, the Palm Desert Campus, and open forums for faculty, staff, and students. These needs were collected and prepared as the basis from which the working groups would conduct their work.

Three working groups were forms to support the three goals of the ITS Strategic Plan. Each working group was comprised of faculty, staff, and students from both the San Bernardino and Palm Desert campuses. The working groups were co-chaired by an ITS administrator and a faculty member. Their work was to review the collected information from the campus and articulate needs before developing objectives, outcomes, and measures to support the needs of our campus.

ITS is now turning our attention to strategies that we might employ to meet the needs as expressed in each of our goals and objectives. ITS leadership gathered at a two-day strategic planning summit in April to play an active role in articulating and refining our goals and objectives, and to self-identify departments best suited to address those needs as we work to integrate the strategic plan into the division.

ITS Strategic Plan 2022-2025
Process Timeline

Date	Activity
July 22, 2021	ITS Leaders Retreat- Strategic Planning
August 2021	Strategic Planning & Assessment Committee- Planning Begins
October 2021	SPA Committee- Framework Proposed to Deputy CIO, Gerard Au and Chief Data Officer, Muriel Lopez-Wagner
January 4, 2022	ITS Leadership Identifies Strategic Goal Areas
January 31, 2022	Administration & Finance Input Gathering
January 31, 2022	Palm Desert Campus Input Gathering
February 2, 2022	Student Affairs Input Gathering
February 3, 2022	CAL Chairs Input Gathering
February 8, 2022	ITS Division Input Gathering
February 10, 2022	Staff Open Forum
February 14, 2022	ASI Leadership Input Gathering
February 15, 2022	CIO- IT Strategic Planning Panel with Dr. Amir Dabirian of CSUF, Chris Manriquez of CSUDH, John McGuthry of CPP
February 16, 2022	University Advancement Input Gathering
February 17, 2022	Faculty Open Forum
February 18, 2022	College Techs Input Gathering
February 22, 2022	Student Open Forum
February 23, 2022	Provost Leadership Input Gathering
February 2022 - April 2022	Strategic Planning Working Groups-Empower, Transform, Innovate
April 7 & April 12, 2022	ITS Leaders Strategic Planning & Assessment Summit
April 20, 2022	ITS Strategic Plan Draft shared with the IT Governance Executive Committee

Working Groups

Empower

Name	Title
Bradford Owen (Chair)	Director, Academic Technologies & Innovation / Chief Academic Technologies Officer
Jessica Getman (Co-chair)	Assistant Professor - Music
Chris Bradney	Director of Strategic Technology Initiatives
Mauricio Cadavid	Senior Instructional Designer
Janette Flores	Information Technology Consultant
Hector Gamon-Cervantes	Information Technology Consultant
David Garcia	Information Technology Consultant / Lecturer - Philosophy
Mikeala Garcia	Administrative Support Assistant
Robert Garcia	Interim Director, Information Technology (PDC)
Lisa Looney	Associate Professor – Child Development
Julian Lopez	Student
Cierra Lavarias	Compliance Specialist
Brandon Sierra	Assistant Director for Technology Support Center
Mandy Taylor	Instructional Designer

Transform

Name	Title
Michael Casadonte (Chair)	Director of Digital Transformation
Carolyn McAllister (Co-chair)	Department Chair - Social Work
Logan Ashbaugh	Student
Ian Banuelos	Student Services Professional
Anthony De La Loza	Interim Assistant Director, Administrative Computing and User Experience
Sara DeMoss	Director, Mentoring & College Advising
Joe Estes	Analyst/Programmer
Gerardo Garcia-Sotelo	Operating Systems Analyst
Sunny Lin	Operating Systems Analyst
Vanessa Rojo	Student Services Professional / Lecturer - Kinesiology (PDC)
Monica Villarruel	Administrative Analyst/Specialist

Innovate

Name	Title
Mihaela Popescu (Chair)	Professor – Communication Studies / Faculty Director, Extended Reality for Learning Lab
Tanner Carollo (Co-chair)	Interim Director of Institutional Research & Analytics
Jonathan Brooks	Instructional Designer
Gabby Guzman	Senior Financial Analyst
Bruce Hagan	Director of Technology Operations & Cloud Services
Marcy Iniguez	Administrative Support Assistant
Yutong Liu	Information Technology Consultant
JC Mariscal	Student
Fadi Muheidat	Assistant Professor - Computer Science and Engineering
Joe Tormey	Director of Hospitality Management (PDC)
James Trotter	Assistant Director, Academic Technologies & Innovation
David Vasilia	Analyst/Programmer

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.

Goal Areas

Empower

We empower students, faculty, and staff at CSUSB by offering them the technology-related information, services, professional development, and equipment they need to succeed. We strive to help our community reach new levels of digital fluency and agility.

Transform

We transform the way we work and study at CSUSB by focusing on the human experience. We strive to offer easily accessible, accurate, and intelligently designed systems to allow students, faculty, staff, and the community to interact with our institution seamlessly, both in person and digitally.

Innovate

We innovate by harnessing interdisciplinary ideation, leading-edge technologies, equity principles, design logic, data analysis, entrepreneurial spirit, and a tinkerer mentality to nurture the joy of learning, discovery, and public service.

Empower

Empower **Objective 1: Professional Development: Provide ongoing professional development opportunities to empower CSUSB faculty and staff to develop the skills they need to work effectively and flexibly in multiple modalities.**

Outcomes

1.1 Faculty will learn about and use academic technologies beneficial to their teaching in all instruction modes.

1.2 Staff will have the necessary technological proficiency to complete their work efficiently and effectively.

1.3 ITS staff will possess knowledge and skills that will allow them to provide world-class customer service, and to develop professionally.

1.4 The CSUSB community will have on-demand access to the training and information they need, when they need it, through web-based ITS instructional videos and materials.

1.5 Onboarding will be standardized to provide incoming faculty and staff with an equitable and effective introduction to the university's technology.

Empower **Objective 2: Communication: Provide proactive communication of ITS services, events, initiatives, and innovations, both internally to CSUSB faculty, staff, and students, and to the broader Inland Empire region.**

Outcomes

2.1 Faculty, staff, and students will have increased knowledge about value of and buy-in for ITS services, initiatives, and technology new to CSUSB.

2.2 Community members of the Inland Empire region will increase their awareness of CSUSB ITS initiatives, events, and workshops.

2.3 ITS will be seen as a vital and value-adding partner in the CSUSB community by communicating impacts and benefits.

2.4 ITS's communication will be targeted to specific audiences in terms of volume, frequency for effective messaging.

Empower Objective 3: Accessibility and Equity: Promote an "accessibility and equity first" mindset that will establish and maintain an equitable, accessibility-friendly campus community.

Outcomes

3.1 Students, faculty, and staff will have equitable access to ADA-compliant software, technology, and equipment	3.2 Faculty will make the technology and content in their courses ADA compliant.	3.3 Faculty, students, and staff will know who they can contact for help with specialized accessibility or equity needs and will feel comfortable doing so.	3.4 Barriers to technology access will be identified and eliminated.
3.5 Faculty, staff, and students will face fewer barriers related to disability, gender, race, ethnicity, economics, and other social identities.	3.6 Students, faculty, and staff will have access to timely technical support from staff trained in accessibility, equity, and ADA compliance.		

Empower Objective 4: Student Success: Enhance student success through the identification of, investment in and implementation of technologies for student learning, collaboration, and career readiness.

Outcomes

4.1 Faculty will use academic technologies to enhance student learning outcomes.	4.2 ITS technology will enhance student access to study spaces, software, and equipment.	4.3 Students will have training opportunities and on-demand resources in the technological resources relevant to their success and career development.	4.4 ITS will provide trainings and on-demand resources to aid students in preparing for and navigating online courses successfully.

Empower Objective 5: State-of-the-Art Technology: Support the two campuses and the colleges in the provision of equitable up-to-date technology and equipment.

Outcomes

5.1 Faculty, staff and students will have access to state-of-the-art software and equipment.	5.2 The two campuses and individual departments will have equitable technology and equipment.	5.3 Faculty, staff, and students will have access to discipline-specific software and equipment.	5.4 Faculty, staff and students will be able to easily choose, request, and acquire technology.

Transform

Transform Objective 1: myCoyote: Improve the user experience, expand the functionality, and increase the awareness of the myCoyote portal and mobile app.

Outcomes

1.1 Students will have seamless access to and be able to interact with personal information (financial data, academic data, class data) from within the myCoyote mobile app.	1.2 Employees of the university will be able to conduct personal business with the university in a digital format.	1.3 Students will have an increased awareness of the benefits of the myCoyote mobile app.

Transform Objective 2: Streamline Administrative Processes: Lead the effort to streamline and consolidate widely utilized administrative processes and systems that represent overlap or duplicative efforts of the university to provide efficiency and an improved user experience.

Outcomes

2.1 Students will experience a common pathway and process for performing administrative functions, seeking help, and resolving administrative problems across departments.	2.2 Students will be able to schedule an appointment for advising, academic support, and other student services through an online, paperless, 24/7 enterprise platform.	2.3 Employees will be able to readily request assistance from all departments through a universal ticketing system.	2.4 New staff will be provided with access to the systems and accounts necessary to perform their responsibilities within 48 hours of their first day of work.

Transform Objective 3: Campus-wide Solutions: Lead an effort to encourage a campus-wide, holistic, and systematic perspective when considering the building or purchasing of solutions that perform functions or offer services common to other campus units

Outcomes

3.1 Staff and faculty will have a centralized mechanism for determining whether a potential solution or product is used by other units.

3.2 Major proposed changes to technology or ITS processes will be informed by an advisory stakeholder group developed by ITS

3.3 The university will have a process and infrastructure in ITS for identifying instances in which the university will benefit from implementing enterprise applications for like-functioning processes across campus

Transform Objective 4: Data Fabric: Construct a data fabric that will better connect producers and consumers of CSUSB information across systems through a flexible, reliable, and dynamic architecture.

Outcomes

4.1 Students, staff, and faculty will have improved transparency and access to information.

4.2 Data collection, management, and governance across clouds, datacenters and edge systems will be seamlessly integrated.

4.3 Staff, faculty, and administrators will report confidence in institutional data quality and in the decisions they make after reviewing them.

4.4 Major data points will be derived from designated, vetted data sources agreed upon by partners across campus.

4.5 Data will meet a standard of quality through oversight by a cross-functional team.

Innovate

Innovate Objective 1: Digital Literacy Pipeline: Support the creation of a "digital literacy" pipeline from feeder schools to CSUSB to create bridge experiences for prospective students.

Outcomes

1.1 The digital literacy of incoming students will increase	1.2 Prospective students will be more familiar with campus software and more digitally literate.	1.3 The university will have better knowledge of incoming students' needs.

Innovate Objective 2: Users First: Employ design thinking principles and methods and user-responsive processes in all aspects of technology adoption to improve user experience and quality of professional life.

Outcomes

2.1 Campus members' satisfaction with IT services and campus infrastructure will increase	2.2 Users perceived self-efficacy will increase	2.3 Campus members' satisfaction with university governance processes will increase.

Innovate Objective 3: Innovative Hybrid Learning Spaces: Foster and support faculty and students' co-creation of innovative hybrid learning spaces and experiences to address the post-pandemic instructional needs of all faculty and students.

Outcomes

3.1 Increased access to courses for students	3.2 Improved interdisciplinarity in courses	3.3 Improved student digital literacy	3.4 Improved student learning (as defined by engagement, retention, and the development of socially beneficial emotions).

Innovate Objective 4: Personalized, Context-aware Communication: Harness big data and algorithmic personalization to provide context-appropriate, role-specific, targeted information to the campus community to increase the effectiveness of campus information flows.

Outcomes

4.1 Campus members' knowledge of IT adoption processes and IT resource access will increase.	4.2 Improved satisfaction with IT services.	4.3 Improved access to information at PDC.	4.4 Improved sense of job efficiency.

Innovate Objective 5: CSUSB Virtual Connection Hub: Create a personalized digital space where campus members, industry partners, other campuses in the California systems, and the larger CSUSB community can learn from each other and showcase educational tech applications to address the professional development needs of the campus community.

Outcomes

5.1 Campus members will have an increased sense of community and campus identification.	5.2 Faculty, staff and students' knowledge of leading-edge technologies will increase.	5.3 Graduating students' confidence in the marketplace will increase.

Innovate Objective 6: IT for the Public Good: Create innovative forms of community intervention and partnerships for providing technology training to the larger campus community to close the digital equity gaps in the region.

Outcomes

6.1 Increase digital access for incoming students.	6.2 Increased community partnerships for CSUSB.	6.3 Increase the anchor community's workforce development skills.