CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO

Information Technology
Services

Strategic Plan
2016 - 2020

Dear Campus Community,

I am pleased to present to you today the Information Technology Services (ITS) Strategic Plan 2016-2020. This document is a culmination of thoughtful and consultative work done by a team of students, faculty and staff from throughout the University community, and will guide the ITS Division in the support of students, faculty and staff and the academic mission of CSUSB for the next four years. The process started in October of 2015 with a series of presentations by experts from within and outside of CSUSB. This was followed by faculty and student forums, ITS divisional meetings, and surveys to students, faculty and staff. We received valuable feedback regarding the internal operations of the ITS Team as well as where we need to be headed over the next four years.

We divided the feedback we received from the Campus Community into three categories: (1) Operational, (2) Tactical, and (3) Strategic. We are addressing many of the issues expressed in the operational and tactical feedback and present to you the strategic goals and objectives of the process. We are currently prioritizing the objectives within each goal and formulating an implementation plan, which we hope to start operationalizing during the summer.

The strategic plan is aligned with the University Strategic Plan as well as the California State University Trustee Initiatives, both of which focus on the success of the academic mission of CSUSB.

We are looking forward to consulting, collaborating and communicating with all constituents of our campus community as we move forward with implementation.

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


Best regards,

Samuel Sudhakar
Vice President for Information Technology Services & CIO
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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**
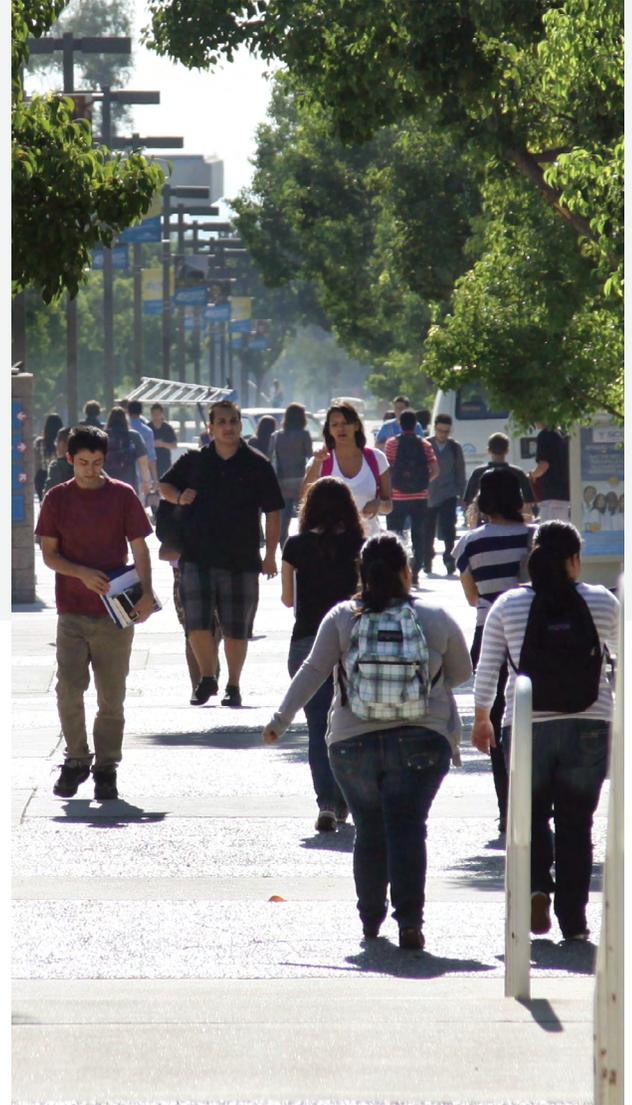
GOAL 01

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.

CSU The California State University

Trustee Initiatives (TI)

1. Tenure-Track Faculty Hiring
2. Enhanced Advising
3. Augment Bottleneck Solutions Initiative
4. Student Preparation
5. High Impact Practices for Student Retention
6. Data-Driven Decision Making

Date	Activity
July 21, 2015	Amir Dabirian, VP & CIO of Cal State Fullerton presentation to ITS Leadership Team
July 27, 2015	Dr. Monty Van Wart Presentation to ITS Leadership Team
August 25, 2015	Dr. Brad Wheeler, VP & CIO of Indiana State University Presentation to ITS Leadership Team
November 4, 2015	ITS Leadership Retreat - Moderated by Amir Dabirian, VP and CIO, Cal State Fullerton
November 16, 2015	Faculty Survey
November 24, 2015	Faculty Forum
December 1, 2015	ITS Staff Strategic Planning Forums moderated by Joanna Oxendine
December 3, 2015	ITS Staff Strategic Planning Forums moderated by Joanna Oxendine
December 11, 2015	John McGuthry Presentation to ITS Leadership Team
December 17, 2015	ITS Staff ITS Strategic Planning Wrap Up Session
January 22, 2016	Hilary Baker Presentation to ITS Leadership Team
January 22, 2016	Hilary Baker Presentation to Faculty and ATI Team - CSUN iPad Initiative
February 4, 2016	Student Forum
February 5, 2016	Staff Survey
February 5, 2016	Student Survey
February-March 2016	Strategic Planning Working Groups
	E- Learning - Co-Chairs – Dr. Terri Nelson, Dr. Michael Chen
	E-Services - Co-Chairs- David Nimri & Jim O'Linger
	Analytics - Co-Chairs – Dr. Muriel Lopez Wagner & Lenora Rodgers
	Secure and Stable Infrastructure – Dr. Jake Zhu & Gerard Au
	Community Engagement – Dr. Diane Podolske & Felix Zuniga
March 29, 2016	First draft of Strategic Plan sent to ITS Division for feedback
	First draft of Strategic Plan sent to various campus constituents for feedback
April 4, 2016	First draft of Strategic Plan sent to IT Governance Executive Committee for feedback
April 5, 2016	Core Values Survey sent to ITS Division for feedback
April 8, 2016	Draft Strategic Plan revised by Working Group Co-chairs
April 20, 2016	Strategic Plan presented to IT Governance Executive Committee for approval
April 27, 2016	Final Draft of Strategic Plan delivered to VPC

ITS Strategic Planning
Working Groups

We want to express our sincere appreciation to the following colleagues for their help in developing the strategic plan.

e-Learning	Department / College
Dr. Michael Chen, Co-Chair	Information Technology Services
Dr. Terri Nelson, Co-Chair	World Languages & Literature
Tracy Medrano	Information Technology Services
Khalil Daneshvar	Information Technology Services
Thinh Ly	College of Education
Dr. Elsa Valdez	Sociology
Dr. Janine Kremling	Criminal Justice
Mellissa Patton	Student Representative

iCoyote	Department / College
David Nimri, Co-Chair	Information Technology Services
Jim O'Linger, Co-Chair	Information Technology Services
Jaime Long	Social & Behavioral Sciences
Dr. Daniel Macdonald	Economics
Eduardo Mendoza	Advising and Academic Services
Felix Zuniga	Information Technology Services
Gerardo Garcia-Sotelo	Information Technology Services
Jana Dhargalkar	Student Representative
Talisa Terrell	Student Representative
Angelica Hurtado	Student Representative
Selena Lopez	Student Representative
ASI Advocate	Student Representative
Dora Baldwin	Student Representative

University Analytics	Department / College
Lenora Rodgers, Co-Chair	Information Technology Services
Dr. Muriel Lopez-Wagner, Co-Chair	Institutional Research
Dr. Mihaela Popescu	Information Technology Services/Communications
Dr. Chris Lindfelt	Undergraduate Studies
Anthony De La Loza	Information Technology Services
Dorothea Cartwright	English
Alicia Silva	Student Representative

Stable & Secure Infrastructure	Department / College
Gerard Au, Co-Chair	Information Technology Services
Dr. Jake Zhu, Co-Chair	Information & Decision Sciences
Dr. Javier Torner	Information Technology Services
David Hatch	Information Technology Services
Andy Chander	Information Technology Services
Ian Jacobs	Business & Public Administration
Dora Baldwin	Student Representative

iEngage	Department / College
Felix Zuniga, Co-Chair	Information Technology Services
Dr. Diane Podolske, Co-Chair	Community Engagement
Dr. Cesar Caballero	John Pfau Library
Dr. Edna Martinez	Doctoral Studies
Steve Waldman	Information Technology Services
Qiana Wallace	Undergraduate Studies
Janette Flores	Information Technology Services
Erika Flores	Student Representative
Liam Clapworth	Student Representative

GOAL 01

E-Learning

ITS will support campus efforts in online course and program development, faculty technology training and instructional design, CMS integration, adoption of emerging technologies, and other initiatives aimed at advancing the mission of teaching and learning..

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	Trustee Initiatives (TI)
1. Strengthen and increase online support for campus-wide integration of instructional technologies.	**1.1** Strengthen and expand LMS support for faculty.	**1.1.1** Increase by 20% the collection of video tutorials, FAQ's, user guides for faculty that are easily accessible on the web.	Goal 2, Objective 1	TI 3
	1.2 Strengthen and expand LMS support for students.	**1.2.1** Develop a self-assessment tool for students to assess their readiness for online learning.	Goal 1, Objective 4	TI 2
		1.2.2 Develop a series of "Getting Started Online" video tutorials for students.	Goal 1, Objective 4	TI 2, 5
		1.2.3 Provide in-class LMS orientation to students at the instructor's request.	Goal 1, Objective 4	TI 2, 5
	1.3 Improve customer service and access to information through robust communication.	**1.3.1** Establish a working group to evaluate, plan and implement an accessible website for online support for faculty and students.	Goal 2, Objective 1, and Goal 1, Objective 4	TI 2, 5
		1.3.2 Establish a communication plan and process to help increase campus awareness of the CSU and CSUSB software, instructional technology tools and services, training opportunities.	Goal 2, Objective 1, and Goal 1, Objective 4	TI 3
		1.3.3 Participate in at least one new faculty orientation session annually.		
	1.4 Promote the use of established course codes for designating online courses campus-wide.	**1.4.1** Increase the adoption of the established course codes by offering at least one training session annually and by improving communication efforts.	Goal 2, Objective 1	TI 3, 6
2. Improve the quality of online courses and instruction.	**2.1** Collaborate with the TRC and faculty in supporting online course redesign and instruction.	**2.1.1** Tools developed for self-evaluating or peer-reviewing of online courses and instruction.	Goal 2, Objective 1	TI 3
		2.1.2 Enhance and increase training offerings on online course redesign with technology.	Goal 2, Objective 1	TI 3, 5

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	**Trustee Initiatives (TI)**
		2.1.3 Support at least 5 CSUSB faculty members to become QOLT certified reviewers.	Goal 2, Objective 1	TI 3
		2.1.4 In collaboration with TRC and other campus entities, develop an online teaching academy and pilot it within the next two years.	Goal 2, Objective 1	TI 3
	2.2 Increase efforts in recognition, promotion, and publicity of quality online courses on campus.	**2.2.1** A process is established in recognition, promotion and publicizing of exemplary online courses.	Goal 2, Objective 1	TI 3
		2.2.2 Create and disseminate a central repository of faculty projects in learning technology integration.	Goal 2, Objective 1	TI 6
		2.2.3 A comprehensive program is planned and implemented to assist in certifying CSUSB online courses for CSU Online CourseMatch by 2020.	Goal 2, Objective 1	TI 3
		2.2.4 Submit two online courses for CSU QOLT awards annually.	Goal 2, Objective 1	TI 3
	2.3 Support the growth of online courses and programs.	**2.3.1** Increase the number of collaborative workshops that help develop online courses/modules.	Goal 2, Objective 1	TI 3, 5
		2.3.2 Increase campus participation in CO CRT initiatives.	Goal 2, Objective 1	TI 3
		2.3.3 Increase instructional designer professional development efforts.	Goal 2, Objective 5	TI 3
		2.3.4 Develop an internship program targetted at supporting faculty online course redesign efforts.	Goal 2, Objective 5	TI 3
3. Encourage and support faculty-led innovation in teaching.	**3.1** Increase faculty participation in learning technology conferences.	**3.1.1** Number of new faculty attending learning technology conferences annually.	Goal 2, Objective 1	TI 5
		3.1.2 Number of faculty presentations at such conferences.	Goal 2, Objective 1	TI 3, 5

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	**Trustee Initiatives (TI)**
	3.2 Showcase and highlight new technology opportunities.	**3.2.1** Number of workshops featuring new technologies and vendors.	Goal 2, Objective 1	TI 3
		3.2.2 Improve quality of such workshops.	Goal 2, Objective 1	TI 3
	3.3 Create an ongoing process for technology integration needs assessment.	**3.3.1** Create and administer an annual faculty survey.	Goal 2, Objective 1	TI 6
		3.3.2 In collaboration with TRC, develop a process for recommending, pilot testing, adoption, and full integration of learning technology services, tools, and solutions.	Goal 2, Objective 1	TI 6
4. Create a supportive infrastructure for e-learning.	**4.1** Ensure equipment and technology are updated.	**4.1.1** Prepare and present an annual report on key trends in instructional technology.	Goal 2, Objective 1	TI 6
		4.1.2 Establish and implement a replacement plan for newly acquired technology equipment and active learning spaces.	Goal 3, Objective 4	TI 6
	4.2 Establish a CMS development team.	**4.2.1** Number of customized CMS building blocks developed.	Goal 3, Objective 4	TI 3
		4.2.2 Number of courses using campus developed CMS building blocks.	Goal 3, Objective 4	TI 3

iCoyote

The goal of the iCoyote initiative is to improve the campus experience by removing academic and technology bottlenecks, increase efficiency, proliferate mobility, and enable student, faculty and staff success.

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	Trustee Initiatives (TI)
1. Improve mobile friendly apps, learning and integration with MyCoyote.	**1.1** Improve apps at CSUSB by **a.** Adding the ability to check-in, take quizzes, polls, and have traffic alerts. **b.** Fixing Blackboard (BB) app through BlackBoard Services.	**1.1.1** Implement app Improvements **a.** CSUSB Mobile App should have: **i.** A mobile device "class check-in" to a classroom for accountability **ii.** An in class quiz app or poll everywhere integration **iii.** Traffic alerts **b.** Work with Blackboard Mobile App to fix the following issues: **i.** i. Inability to see grades **ii.** ii. Inability to access files **iii.** iii. inability to scroll	Goal 3, Objective 2	TI 4, 6
	1.2 Provide additional free book resources for each class via contract with OpenStax, an online textbook repository, for use by students on campus.	**1.2.1** Students should be able to access additional course related material through Blackboard or MyCoyote.	Goal 4, Objective 3	TI 4
	1.3 Establish a mobile device accessible service feedback process with reports accessible by the CSUSB community.	**1.3.1** Implement a service fulfillment system with a built in communication process that allows members of the campus community to provide feedback to ITS. The system should work with any device, can provide continuous feedback to ITS regarding services rendered and should also be cable of identifying bottlenecks in service. Members of the community should have visablity of service reports.	Goal 1 Objective 3, and Goal 3, Objective 4	TI 6
	1.4 Implement responsive design based events system in HTML to allow mobile devices the ability to read events to the visual impaired.	**1.4.1** Verify that the responsive design website for events can be read by screen readers.	Goal 1 Objective 3, and Goal 4, Objective 2	
2. Improve Classrooms with the new technologies.	**2.1** Configure computers in the classrooms to have multi-boot in applicable (i.e. Computer Science, Art, etc.) classrooms.	**2.1.1** In classrooms, faculty should be able to select and use the operation system of choice for a classroom.	Goal 2, Objective 1, and 2	TI 4

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	**Trustee Initiatives (TI)**
	2.2 Install new document cameras that can handle 3D (stereoscopic, anaglyph, etc) visual presentations in auditoriums.	**2.2.1** In lecture halls / auditoriums faculty should be able to use 3D document cameras to present items and students should have access to 3D glasses.	Goal 2, Objective 1, and 2	TI 4
3. Digital forms	**3.1** Implement the following forms via an online form system to include work flow, digital signatures and availability through MyCoyote or mobile app: **1)** Registration **2)** Class drop/add **3)** Student assistant hire form **4)** Accounts payable **5)** Auxiliary form	**3.1.1** Forms 1-5 should be available online with the ability for students/staff to sign electronically by 2018-2019.	Goal 3, Objective 2, and 4	TI 2, 6
4. Introduce new collaboration & learning technologies.	**4.1** Implement new collaboration and learning technologies: **1)** Add Practice presentation lab where students could watch themselves present. **2)** Ability for faculty to record lectures and post to Blackboard or media site.	**4.1.1** Set up three presentation practice rooms. Meeting/study rooms should have check out or reservation functionality (off and on campus). Faculty should be able to record to Blackboard seamlessly without needing to download to local system.	Goal 2, Objective 1, and 2	TI 4
	4.2 Add chat based informational services on campus website.	**4.2.1** Live chat features from the website so students can ask common questions such as: **a.** "How do I drop a class?" **b.** "How do I join CSUSB?"	Goal 4, Objective 2, and Goal 5, Objective 2	TI 2
	4.3 Revamp key management process.	**4.3.1** Electronic key smith machine to speed up key access.	Goal 3, Ojective 1	

GOAL 03

University Analytics

We support the success of the university mission and institutional growth by providing data solutions for business and academic use, ongoing quality training for informed decision-making, and policy inputs for using data ethically.

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	Trustee Initiatives (TI)
1. Work across the institution to provide comprehensive data solutions for all university units. Strengthen and increase online support for campus-wide integration of instructional technologies.	**1.1** Create a data warehouse unit that allows one-point access for various data needs.	**1.1.1** Consolidate and minimize the number of systems/applications used for conducting university operations.	Goal 1, Objective 2, 5, 6	TI 5, 6
		1.1.2 Increase linkages between university databases.	Goal 1, Objective 2, 5, 6	TI 5, 6
2. Provide trustworthy business, academic, and learning analytics.	**2.1** Establish guidelines for data standardization to ensure data consistency across the campus community.	**2.1.1** Increase operational efficiencies by 15% over the next 5 years.	Goal 1, Objective 2, 5, 6	TI 6
	2.2 Create data driven models for predicting university, program and student outcomes.	**2.2.1** Create more efficient course offerings using predictive analysis and decrease the time it takes to graduate by 10% over the next 5 years.	Goal 1, Objective 2, 5, 6	TI 6
	2.3 Create data driven models for improving operational efficiencies.	**2.3.1** Increase operational efficiencies by 15% over the next 5 years.	Goal 1, Objective 2, 5, 6	T 6
	2.4 Increase accountability for data quality within units.	**2.4.1** Increase operational efficiencies by 15% over the next 5 years.	Goal 1, Objective 2, 5, 6	T 6
3. Provide quality workshops for all university community members in using data-driven models.	**3.1** Provide centralized, university-wide benchmark training in institutional data access and use.	**3.1.1** Organize at least 3 annual workshops in conjunction with the Institutional Data Team about the use of data models for teaching, advising and curriculum re-design.	Goal 3, Objective 2, and Goal 2 Objective 5	T 5, 6
	3.2 Promote and improve data literacy among institutional end users.	**3.2.1** Create common data element dictionaries and business process guides for the use of the data models.	Goal 3, Objective 2, and Goal 2 Objective 5	T 6

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	**Trustee Initiatives (TI)**
		3.2.2 Increase opportunities for students to intern in offices that are specifically using data analytics.	Goal 2, Objective 4	TI 4, 6
4. Promote state-of-the art best practices for responsible data use.	**4.1** Identify data stewards within existing units.	**4.1.1** Establish a process of collaboration on policy issues with Faculty committees, ATDL (Senate).	Goal 1, Objective 2, 5, 6	TI 4, 6
	4.2 Coordinate with Academic Technologies and Distributed Learning Committee of the Faculty Senate, Teaching Resource Center, Academic Technologies and Innovation and other stakeholders to provide policy inputs in the ethical use of data.	**4.2.1** Develop and deploy training modules on higher level data (level 1) access and ethical use.	Goal 1, Objective 2, 5, 6	TI 6

GOAL 04

Stable and Secure Infrastructure

Next generation wired and wireless networks (indoor and outdoor), cloud architectures, information security and privacy, university policies, distributed technologies, user provisioning and authentication systems, green technologies.

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	Trustee Initiatives (TI)
1. Provide a platform to support on-demand computing.	**1.1** Access to virtual computing infrastructure to support teaching, research, and productivity needs.	**1.1.1** By 2020, 25% of courses that require computing resources will be automatically provisioned for students.	Goal 1, Objective 4	TI 4
	1.2 Provide identity-based access to required applications.	**1.2.1** 100% of online programs will have access to virtual computing resources as they are developed.	Goal 1, Objective 4	TI 4
	1.3 Provide computing resources to support computing-intensive online courses.		Goal 1, Objective 4	TI 4
2. Physical and virtual collaborative space for cross-disciplinary learning.	**2.1** Provide inter-connected classroom/learning space for interdisciplinary teaching and learning.	**2.1.1** At least 1 collaborative learning classroom per building by 2019.	Goal 1, Objective 1	TI 5
	2.2 Create and expand informal learning space to promote collaboration and team-based learning.	**2.2.1** Common scheduling system to reserve collaborative study spaces for student by 2017-18.	Goal 1, Objective 4	TI 5
	2.3 Standardize and promote the use of virtual meeting technologies.	**2.3.1** At least 50 technology-enabled collaborative study spaces across campus by 2018.	Goal 2, Objective 1	TI 5
3. Deploy mobile and wireless platform to provide seamless access and communication.	**3.1** Provide full outdoor wireless coverage and cellular coverage for populated areas.	**3.1.1** Implement role-based network access for all campus resources by 2018.	Goal 3, Objective 2	TI 4
		3.1.2 100% outdoor coverage along Coyote Walk by the end of 2017 and 100% across populated campus locations by 2020.	Goal 3, Objective 2	TI 4
		3.1.3 Enhanced cellular coverage across various carriers for both campus.	Goal 3, Objective 2	TI 4

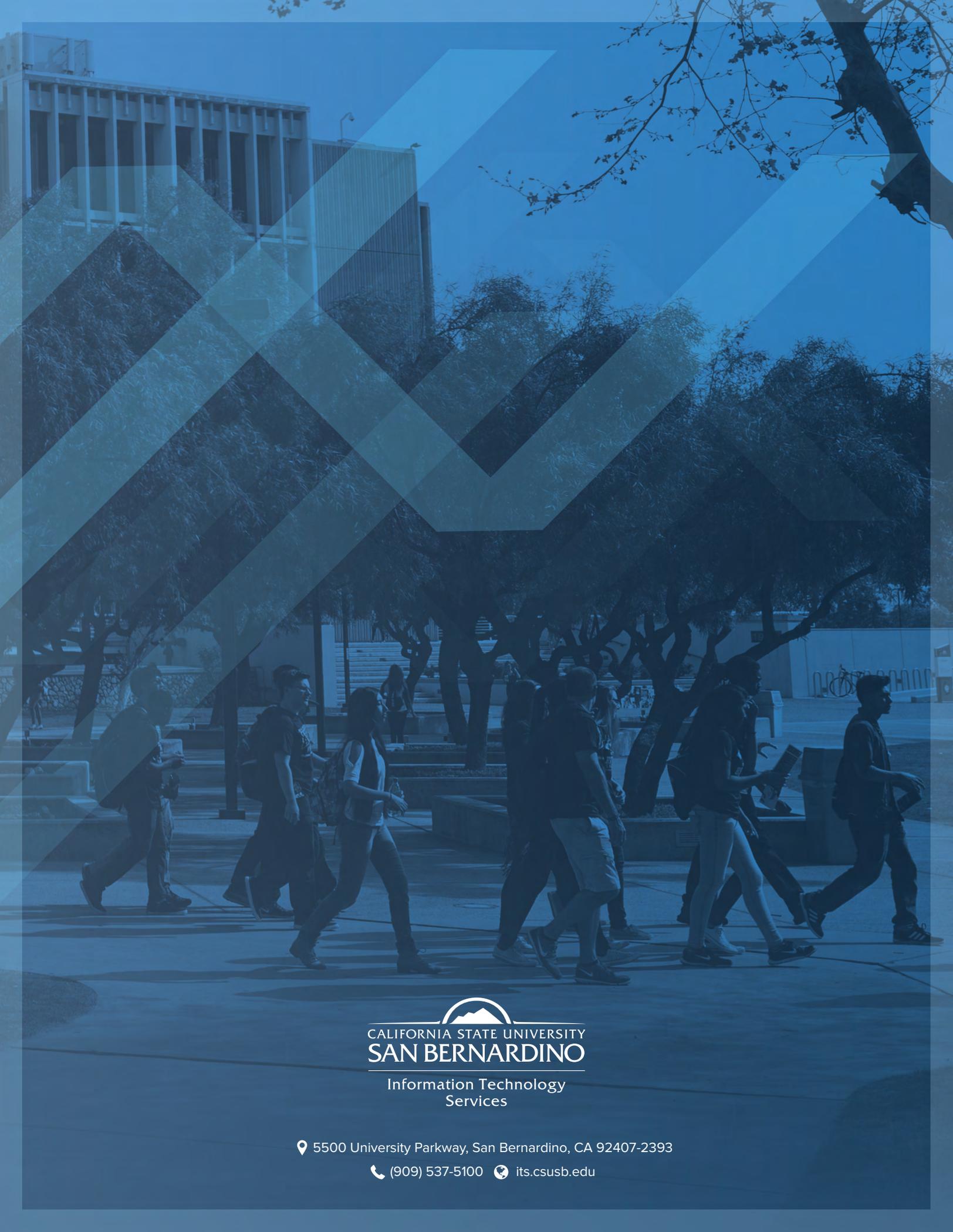| Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	**Trustee Initiatives (TI)**
	3.2 Enhance campus app to facilitate communications to various campus constituencies on an opt-in basis.	**3.2.1** A common app that will support colleges/departments to communicate and engage with students, faculty, and staff.	Goal 5, Objective 2	TI 1, 4
4. Identity-based authentication and authorization to provide secure access.	**4.1** Deploy secure and mobile multi-factor authentication.	**4.1.1** Implement multi-factor sign on for all applications with access to Personal Identifiable Information (PII) by 2020.	Goal 3, Objective 4	TI 6
	4.2 Implement technologies to support digital/mobile identification that will provide secure access to campus resources.	**4.2.1** Replace OneCard with digital/mobile ID to support advance features (physical access, etc) by 2019.	Goal 5, Objective 2	TI 6
5. Promote available and accessible infrastructure.	**5.1** Extend campus infrastructure to cloud to increase availability of services.	**5.1.1** Increase network performance by implementing technology such as IPv6 by 2017.	Goal 3, Objective 2	TI 4
		5.1.2 By 2020, increase number of cloud applications that support higher capacity/bandwidth protocols by 50%.	Goal 3, Objective 2	

GOAL 05

iEngage

ITS will engage the campus and greater community in collaborative partnerships to foster community engagement. Provide leadership throughout the university and community and work together across organizational boundaries to provide effective IT infrastructure, services and support.

Objective	Strategy	KPI's	Alignments	
			CSUSB Strategic Plan	Trustee Initiatives (TI)
1. Engage the campus in a community-wide strengths and needs assessment, reaching outside the university borders to our community at large.	**1.1** Collaboratively design a survey instrument to gather quantitative and qualitative data from with the campus and community stakeholders.	**1.1.1** Create survey and plan for dissemination by October 2016.	Goal 4, Objective 1	TI 6
	1.2 Conduct a Community Partner Survey to evaluate strengths, needs, and opportunities.	**1.2.1** Complete campus/community data collection process by November 2016.	Goal 4, Objective 1	TI 6
		1.2.2 Data analysis and preliminary report will be prepared for the campus by January 2017.	Goal 4, Objective 1	TI 6
	1.3 Engage in a continuous improvement cycle to ensure implementation of strategies supported by needs assessment are reaching the intended community partners.	**1.3.1** Use findings to inform and guide community engagement objectives 2-4.	Goal 4, Objectives 2, 3, 4	TI 6
		1.3.2 Review progress towards objectives and alignment with report findings on a quarterly basis.	Goal 4, Objectives 1, 2	TI 6
2. Fostering regional technology excellence through Partnerships.	**2.1** Host a Technology Innovation Summit to knowledgeshare and to encourage regional development efforts.	**2.1.1** Facilitate a Technology Summit based on community feedback by year 2018.	Goal 2, Objective 3, Goal 4, Objectives 2, 3, and Goal 5, Objectives 3, 4, 5	TI 4, 5
	2.2 Partner and supplement existing programs at CSUSB	**2.2.1** Identify and align with existing tech initiatives with community tech opportunities by year 2020.	Goal 4, Objective 1	TI 4, 5

			Alignments	
Objective	**Strategy**	**KPI's**	**CSUSB Strategic Plan**	**Trustee Initiatives (TI)**
3. Increase diversity in technology careers.	**3.1** Support a CSUSB - STEM degree inititaive program.	**3.1.1** ITS will partner with the University to increase the number of low-income, historically underrepresented students graduating from CSUSB with technology majors over 5 years.	Goal 1, Objectives 1, 5, Goal 4, Objective 1, and Goal 5, Objective 1	TI 4, 5
	3.2 Creation of a tech mentorship program.	**3.2.1** 100% of ITS Leadership have at least one active mentee.	Goal 1, Objective 1	TI 2, 4, 5
		3.2.2 Open program to ITS Division.	Goal 1, Objective 1	TI 2, 4, 5
4. Community Capacity Building	**4.1** Facilitate Non-Profit tech support training.	**4.1.1** Hold 3 seats for community partners at tech training on a quarterly basis.	Goal 4, Objective 2, and Goal 5, Objective 4	TI 4, 5
	4.2 Facilitate Non-Profit acquisition of tech surplus equipment.	**4.2.1** Create a policy/procedure for facilitating this process.	Goal 4, Objective 2, and Goal 5, Objective 4	

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