Cal State University, Los Angeles

Strategic Plan for Information Technology

CAL STATE LA
CALIFORNIA STATE UNIVERSITY, LOS ANGELES

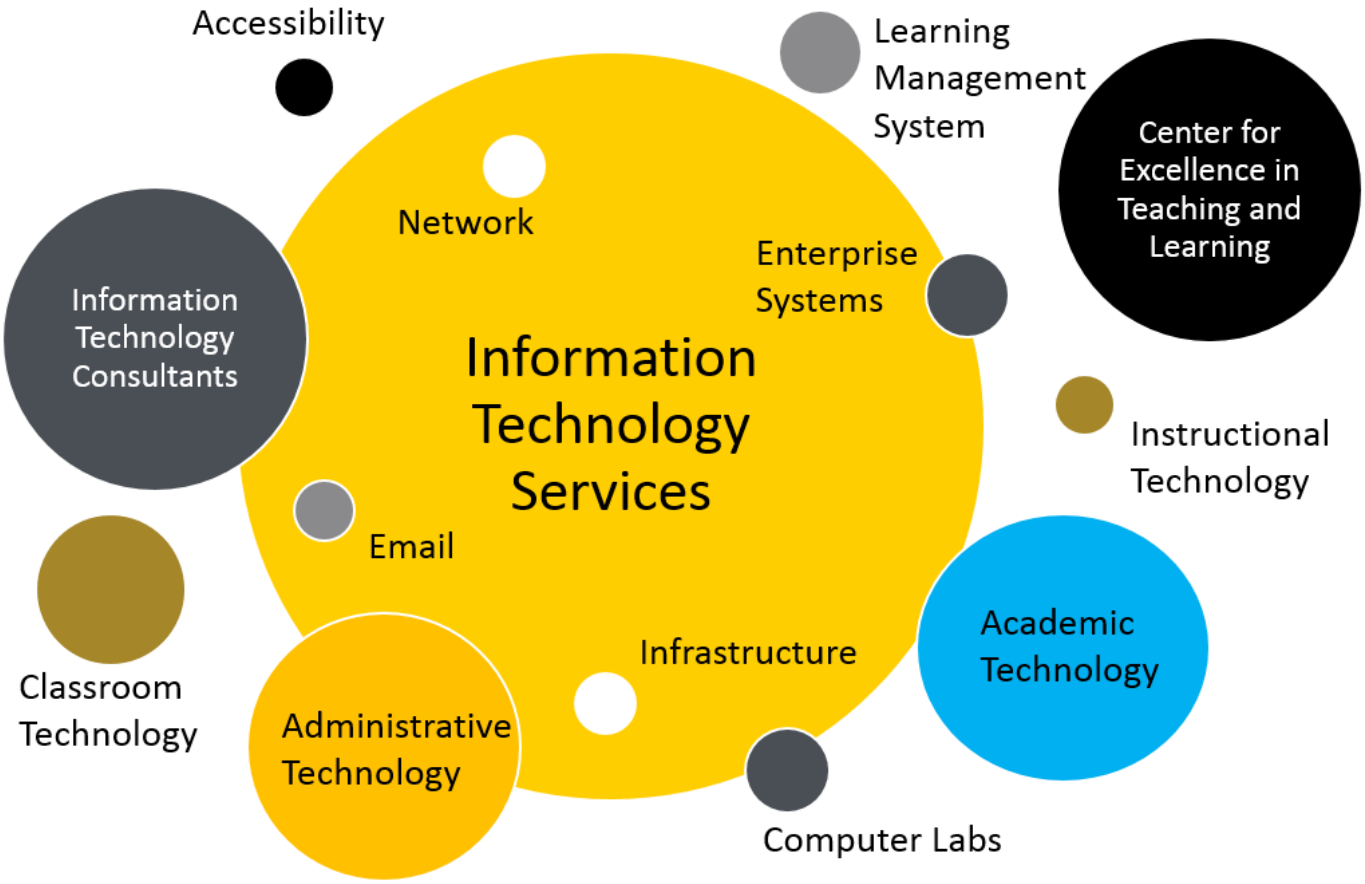
Last Updated:
August 31, 2018

Table of Contents

Introduction 2
Initiative Template 6
1.1 Define the Information Technology Community 7
1.2 Design Communication Strategy for the Information Technology Community 8
1.3 Develop Competencies for Information Technology Staff 9
2.1 Strengthen Core Technology Infrastructure 10
2.2 Establish Standards for University Technology 11
2.3 Encourage and Support Innovative Uses of Technology 13
3.1 Establish Information Technology Governance 14
3.2 Maintain and Update Information Technology Strategic Plan 20
4.1 Increase Information Technology's Role in Improving Advisement and Student Support 21
4.2 Identify and Support Technology Needs of Faculty to Advance Learning, Teaching, and Research 22
4.3 Leverage Technology to Advance Enrollment Management Process 24
4.4 Support Data Informed Decision Making 25
5.1 Implement Information Technology Service Portfolio 27
5.2 Adopt Customer-oriented Information Technology Service Management 29

What does Information Technology encompass?

The scope of this Information Technology Strategic Plan encompasses all information technology across the University. This includes all of the departments and teams that support the delivery of technology services.



Introduction

Purpose and Background Information

California State University, Los Angeles (Cal State LA or the University) developed a University-wide Strategic Plan in 2016 to set forth overall priorities for the institution and guide the strategies and efforts of the University community.

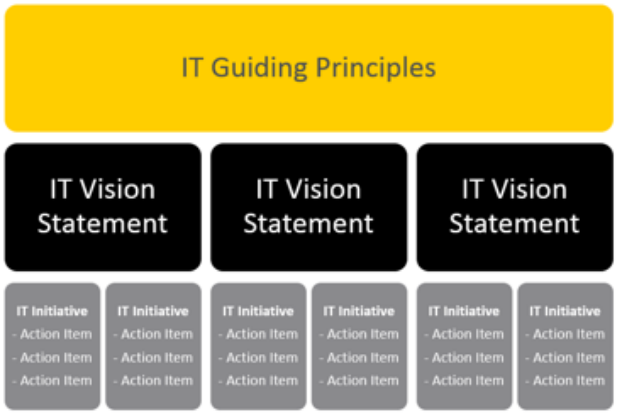
This Information Technology Strategic Plan is developed to align with the strategic goals and objectives established in the University-wide Strategic Plan. Created with broad University engagement and participation, the intention of this plan is to establish strategic information technology priorities and initiatives, and to inform decision making over the next five years as the University continues to invest in information technology infrastructure, services, and functions to support student success and Graduation Initiative (GI) 2025.

Development of the Information Technology Strategic Plan

This Information Technology Strategic Plan is the outcome of a collaborative process that engaged over 727 participants from across the University, including leadership, students, faculty, and staff. This process engaged stakeholders in multiple ways including; a kickoff session to introduce the process, on-site focus groups and interviews, web collaborative sessions, an online survey, strategic planning work sessions, and town hall sessions. This allowed for a broad understanding of current information technology operations, challenges, opportunities, and priorities.

The collaborative process led to the creation of Information Technology (IT) Guiding Principles, Information Technology Vision statements, and ultimately to specific strategic initiatives. The relationship and structure of these are depicted in Exhibit A.

Exhibit A | IT Strategic Planning Structure



The Plan's guiding principles represent the values that will drive actions related to technology infrastructure and services throughout the University. The guiding principles are the foundation for the development of the Plan and future decisions about technology infrastructure and services at the University. These principles are depicted below:

Guiding Principles

1. Strategically design information technology services to align with the University's goals and best use of resources.
2. Act collaboratively as a 'One University' information technology community, to remove obstacles to partnership, and achieve a seamless delivery of technology dependent services.
3. Cultivate a proactive, high quality, service-oriented culture across the information technology community.
4. Support a balanced approach to security, recognizing the need to provide ease of access to systems, while also supporting innovation and evolutionary thinking without unreasonable barriers.
5. Leverage information technology systems and resources to support data driven decision-making.

Five vision categories were then developed as a result of the stakeholder focus groups sessions, interviews and survey analysis. Strategic planning work sessions were then conducted for each of the vision categories to identify specific initiatives, which form the core of the Information Technology Strategic Plan. These vision categories, along with the specific initiatives, and value of each initiative to the institution are depicted in Exhibit B below:

Exhibit B | Table of Strategic Information Technology Initiatives

Vision Categories	#	Initiatives	Initiative Descriptions	Benefits / Outcomes
1. Cohesive and collaborative information technology community	1.1	Define the information technology community	Establish the concept of one information technology community at Cal State LA. This initiative will support greater collaboration among the University's information technology professionals, and directly support other initiatives presented in the Information Technology Strategic Plan.	Effective use of information technology resources. Unified support will lessen the confusion about where users can go to access information technology services. Ability to provide uniform training for the information technology community.
	1.2	Design communication strategy for the information technology community	Design and deliver a tailored, consistently branded, University-wide information technology communication plan for promoting awareness for the availability of information technology services and resources.	Increased awareness and utilization of the available technology and technology services.
	1.3	Develop competencies for information technology staff	Develop and deliver a plan to help ensure information technology staff are provided sufficient training, resources, and continued professional development to effectively support an established set of University-wide core competencies and specific position responsibilities.	Cross training in information technology skillsets supports a more consistent user experience and minimizes disruptions in service.
2. Infrastructure to support effective and innovative use of technology	2.1	Strengthen core infrastructure	Strengthen core technology and infrastructure to improve the system reliability, availability and provide for future growth and new technologies.	Reduces risk of critical system failure and supports continuous and seamless access to existing and future systems.

Vision Categories	#	Initiatives	Initiative Descriptions	Benefits / Outcomes
	2.2	Establish standards for University technology	Establish University-wide standards for hardware and software to utilize resources most effectively and maximize purchasing dollars.	Leverage economies of scale for technology purchases.
	2.3	Encourage and support innovative uses of technology	Encourage and support an innovative culture that provides opportunities for all members of the campus community to discover, evaluate, and implement new and emerging technologies that support and advance the mission of the University.	Guides adoption of innovative technology and cloud-based applications to facilitate student success and learning, faculty teaching and research, and administrative efficiency.
3. University-wide engagement in shaping the future of information technology	3.1	Establish information technology governance	Establish an Information Technology Steering Committee to set direction and guide information technology planning at Cal State LA.	Improved buy–in, engagement, coordination and oversight of technology planning and decision-making. Supports effective prioritization and funding of projects and initiatives.
	3.2	Maintain and update the Information Technology Strategic Plan	Establish a process for maintaining the Information Technology Strategic Plan in alignment with the University's institutional strategic planning process.	Maintain a collaborative and deliberate approach to anticipating and addressing information technology needs. Align information technology to support the strategic goals of Cal State LA.
4. Technology's role in supporting student success and Graduation Initiative 2025	4.1	Increase technology's role in improving advisement and student success	Advance Graduation Initiative (GI) 2025 through the strategic use of technology, focusing on opportunities to effectively advise, and support students from enrollment to graduation.	Improved student retention and time to degree.

Vision Categories	#	Initiatives	Initiative Descriptions	Benefits / Outcomes
	4.2	Identify and support the technology needs of faculty to support learning, teaching and research	Identify and support the technology needs of faculty to enhance their learning, teaching, research, and creative activities in support of student success and reaching GI 2025 efforts.	Improved student learning spaces and outcomes. Supports faculty excellence in teaching and research.
	4.3	Leverage technology to advance enrollment management process	Leverage information technology to advance enrollment management and space planning in support of student success and GI 2025.	Effective data and tools to predict enrollment trends, course demands, and space utilization. Improved resource management around scheduling.
	4.4	Support data informed decision making	Establish and implement a data strategy that focuses on the people, processes, and technology to create and promote a data-informed decision making culture.	Improved clarity, confidence, and understanding in data to make timely and informed decisions.
5. Information technology services design, management, and delivery	5.1	Implement information technology service portfolio	Design, manage, and deliver a communicated set of services that support the University's strategic initiatives.	Promote awareness for available services and how to access them easily.
	5.2	Adopt customer-oriented information technology service management	Establish information technology service management practices that help ensure services are proactively designed and managed to meet the needs of customers.	Alignment of services with needs.

Implementing and Sustaining the Plan

The Plan is a living document that should be revisited and updated as part of an ongoing planning process. Sustaining the Information Technology Strategic Plan will require an effective information technology governance function, coupled with continued executive sponsorship and broad campus engagement and communication.

As the University moves forward with implementation of the plan, specific project plans and timelines will be developed to support each initiative. Project planning will include determination of initiative sponsors, implementation owners, and key stakeholders.

Initiative Template

The following legend describes the components and elements of each initiative.

<Initiative #> <Initiative Title>

Vision <#> | <Vision Title>	**<#> <Initiative Title>**
Summary on the initiative. One to two sentences. Detailed descriptions that addresses the following questions. 1. Why is the initiative important to advancing the strategic objectives of Cal State LA? Are there specific strategic planning priorities or activities that this initiative will support? 2. At a high level, what are the key elements of the initiative? What needs to be addressed for the initiative to be successful? 3. What is the scope/reach of the initiative?	
Supporting Action Items	
1. Identify specific actions that need to be undertaken to implement and sustain the initiative.	
2. There is no limit to the number of action items, but in most cases it ranges from 3-5.	
Measures of Progress	
1. Identify specific metrics that can be used to gauge success of the initiative.	
2. There is no limit to the number of measure of progress, but it most cases it ranges from 3-5.	

1.1 Define the Information Technology Community

Vision 1 | Cohesive and Collaborative Information Technology Community	**1.1 Define the Information Technology Community**

Establish the concept of one information technology community at Cal State LA. This initiative will support greater collaboration among the University's information technology professionals, and directly support other initiatives presented in the Information Technology Strategic Plan.

There are approximately 100 individuals across the University that support information technology, nearly 30% of which work outside of the central Information Technology Services (ITS) organization.

To achieve this goal, the University will first catalog the various information technology roles (ITS, ITCs, and others) and responsibilities that exist across the institution. This will entail working with department and college leadership to understand information technology staffing resources.

Once the information technology community is established, strategies will be implemented to foster improved camaraderie and collaboration among ITS staff, ITCs, and others.

Defining the information technology community is a foundational initiative that will enable Cal State LA to effectively pursue other initiatives identified in this strategic plan, including initiatives 1.3 Develop Competencies for Information Technology Staff and 5.1 Implement Information Technology Service Portfolio.

Supporting Action Items

1. Identify and document names, titles, and roles of technology personnel across campus. This information could be gathered using surveys and small meetings with departmental/college leaders and managers.
2. Categorize technology roles in the community (example: academic technology, infrastructure, etc.).
3. Establish a process to support the maintenance of a current listing of all technology personnel.
4. Determine specific strategies for fostering improved camaraderie and collaboration among ITS staff, ITCs, and others. The next two initiatives presented in this plan can be part of those strategies.

Measures of Progress

1. Existence of a complete information technology community inventory that outlines all various technology departments (within and outside of ITS), staff, roles, and responsibilities.
2. More seamless triage between technology support providers (i.e., ITCs and ITS).
3. Successful adoption of common support framework of service delivery.
4. Qualitative assessment of coordination and collaboration among ITS and other University technology personnel.

1.2 Design Communication Strategy for the Information Technology Community

Vision 1 | Cohesive and Collaborative Information Technology Community	**1.2 Design Communication Strategy for the Information Technology Community**

Develop and deliver a tailored, consistently branded, University-wide information technology communication plan for promoting awareness for the availability of technology services and resources.

The communication plan should address the varying information needs (content and delivery methods) of key stakeholder groups (i.e., students, faculty, staff, etc.).

The communication plan will identify:

- Target audiences
- Communication objectives (e.g., make students, faculty and staff more aware of relevant information technology services. Make faculty more aware of scheduled technology trainings and ad hoc training resources, minimize impact of scheduled outages for impacted users)
- Branding considerations (unique identifiers, organizational motto, themes for correspondence, etc.), with a goal to instill and inspire creativity, teamwork, and innovation within the Cal State LA information technology community
- Communication channels, including social media platforms
- Roles and responsibilities for who creates, reviews, approves, and disseminates content

The communication plan will also address considerations for collecting and responding to communication and feedback from end users (outside of the help desk tickets/support request process).

Supporting Action Items
1. Develop a University-wide communication plan that addresses branding (unique identifiers, organizational motto, themes for correspondence, etc.) to instill and inspire creativity, teamwork, and innovation within the Cal State LA information technology community.
2. Create metrics to measure effectiveness of communication.
3. Develop an effective communication/marketing campaign to maximize the use of available technology on campus as well as enhance communication with and between the teams in the campus technology areas.
4. Develop a framework for bi-directional flow of timely, accurate, and appropriate information.
Measures of Progress
1. Adherence to communication plan schedule and distribution goals (i.e., ensuring communication is timely and received by the intended audience).
2. Information technology community survey – ask the information technology community to rank value of various communications and the effectiveness of communication methods.
3. Email open and click-through rates, social media 'likes' and views.
4. Creation and monitoring of metrics to measure effectiveness of communication.
5. Level of adoption of technology services and resources as a result of improved communication.

1.3 Develop Competencies for Information Technology Staff

Vision 1 | Cohesive and Collaborative Information Technology Community	1.3 Develop Competencies for Information Technology Staff

Develop and deliver a plan to help ensure information technology staff are provided sufficient training, resources, and continued professional development to effectively support an established set of University-wide core competencies and specific position responsibilities.

This initiative will need to include the final assessment and recommendations from the system-wide study of information technology jobs currently in progress by the Chancellor's Office. This may require a working group or committee that periodically reviews the baseline competencies to help maintain alignment with the skill sets needed to support current information technology service delivery framework, service catalog items, and service level agreements.

Examples of core competencies include:

- **Leadership** – Includes influencing, inspiring, and motivating others to achieve results; anticipating problems and resolving them through involving others; and facilitating collaborative planning efforts.
- **Management** – Includes technical management, project management, time management, and fiscal and human resource management.
- **Technical Proficiency** – Includes a wide-range of technical proficiencies, including information security, based on the needs of the role, position, and the University.
- **Communication** – Includes listening to others and conveying information to others through presentation, conversation or written communication in such a way that gains support or causes others to take action.
- **Adaptability** – Personal skills encompassing ability to learn, to be creative and curious, and adapting to changing technology and environmental conditions.

This initiative should build from the work completed in Initiative 1.1 Define the Information Technology Community.

Supporting Action Items
1. Define the core competencies reflective of different technology roles within the University. Involve leadership, managers, and HR in this process. Other stakeholders should be consulted as needed. For example, faculty should provide input on the computational research and support needs.
2. Communicate and promote core competencies to the entire University information technology community.
3. Include evaluation for core competency skills and abilities in the hiring process.
4. Integrate education about core competencies into onboarding process for new technology staff and professional development for all staff.
5. Train technology leaders across campus to better support and develop skills and behaviors that enhance core competencies.
6. Incorporate core competencies into annual evaluation process for all technology staff.
Measures of Progress
1. Conduct customer surveys designed to gauge adoption of core competencies.
2. Information technology staff self-assessments to identify areas of self-reported development needs.
3. Adoption assessment for specific, measurable standards, such as project management (e.g. use of milestones, success criteria, project closeout plan and plus/delta reviews across the information technology community).

2.1 Strengthen Core Technology Infrastructure

Vision 2 | Infrastructure to support effective and innovative use of technology	**2.1 Strengthen Core Technology Infrastructure**

Strengthen core technology and infrastructure to improve the system reliability, availability, and provide for future growth and new technologies.

The technology infrastructure supports the University's core systems and services. A threat to the infrastructure operability or security has broad impact to the University community. Without a reliable and scalable infrastructure, the University cannot consistently and effectively use technology to grow, innovate, and reach its strategic goals.

Cal State LA has multiple risks to its core technology infrastructure that need to be addressed. Risks include, but are not limited to, data center physical and environmental risks and electrical infrastructure.

Data Center: There are issues with the existing data center location that need to be evaluated and addressed. Some of these issues are the proneness of the location to floods, etc.

Networking and Telecommunications: The current telecommunications system is past its end of life. The campus electrical infrastructure is at capacity and needs to be upgraded to support the expanding needs of the University to allow for greater capacity and new services.

Cloud Services: More and more, campus and distributed applications are being moved or obtained from external cloud services.

Data Management: The campus needs to make sure that the infrastructure is in place to support the initiatives required for informed decision-making. This includes leveraging and supporting the data warehouses and data lakes provided by the CO and enhancing them as required for the needs of the campus, which may include creating a University owned data warehouses, data marts or data lake.

Supporting Action Items
1. Establish systems and processes to ensure that all new core technologies, investments and upgrades are analyzed, planned, controlled and funded.
2. Assess and develop plans to move, design, maintain and fund data center(s).
3. Evaluate the campus network, telephony and electrical requirements to determine how to meet the telephony needs and how the network will handle the increasing number of devices and data.
4. Evaluate the existing environments and future needs for data to support the strategic initiatives, develop and implement plans to provide the data infrastructure for the current and future data needs.
5. Begin planning, developing policies and managing the use of cloud services for use by the University.
Measures of Progress
1. Reduction in downtime and outages.
2. Creation of the assessment, design, plans and funding to move the data center.
3. Number of new core technologies evaluated and implemented.
4. Implementation of improvements to network, telephony and electrical infrastructure.
5. Implementation of projects to improve the access and use of data on campus.

2.2 Establish Standards for University Technology

Vision 2 | Infrastructure to support effective and innovative use of technology	**2.2 Establish Standards for University Technology**

Develop University-wide standards for hardware and software to utilize resources most effectively and maximize purchasing dollars.

Cal State LA will conduct a concerted effort to identify and implement standards for technology across campus where it makes sense to do so. Technology will be standardized where appropriate, with the recognition that some specialized programs will require specialized systems and equipment. Examples include computers and devices, classroom technology and enterprise software and applications. This effort will require establishing an appropriate funding model to support baseline technology and equipment for the University.

Computers and Devices: Offering two or three options of computers provide enough flexibility to meet stakeholder needs while also maintaining efficiency of support through standardization. Multiple options can accommodate departments with higher computing needs and potentially generate cost savings by leveraging economies of scale and issuing less expensive models to those employees with minimal computing demands.

Classroom Technology: The majority of classes require similar technology. Cal State LA will benefit from standardizing classroom technology to the extent possible. This will enable students and faculty to know what they can expect regardless of the learning space.

Enterprise Software Purchases: Cal State LA will look to adopt a more coordinated technology procurement function for software licensing and enterprise applications. A coordinated technology procurement function will facilitate consistency, cost-effective standardization, and leverage volume pricing. This includes leveraging the purchasing power of the Cal State system whenever feasible.

Administrative Technology: Cal State LA will look to standardize technology equipment, applications, projects and services in administrative units where possible. This will afford the University more efficient support from information technology, economies of scale when making technology purchases, and opportunities for knowledge sharing across units.

Supporting Action Items
1. Establish a cross-functional subcommittee or task force to develop standards for hardware and software across the University.
2. Define the specific technology that will be included under this initiative.
3. Assess the current status of the identified technology in relation to standard refresh/replacement cycles.
4. Identify the models that the University wants to standardize on. This will likely require engagement and involvement from a broad audience.
5. Establish a sustainable approach to funding baseline computer needs required for new faculty, staff, classroom and labs.
6. Incrementally move to established standards as device replacement and budgetary considerations allow.
Measures of Progress
1. Fewer duplicative technologies used on campus.
2. Use of more current technologies on campus to support student success and faculty learning, teaching and research.
3. Fewer calls to troubleshoot classroom technology.
4. Cost efficiency realized through coordinated procurement and economies of scale.

Vision 2 | Infrastructure to support effective and innovative use of technology	2.2 Establish Standards for University Technology
5. Increased standardization of baseline technology equipment in all campus electronic classrooms, computer labs, open access labs, etc.	

2.3 Encourage and Support Innovative Uses of Technology

Vision 2 | Infrastructure to support effective and innovative use of technology	2.3 Encourage and Support Innovative Uses of Technology

Develop an innovative culture that provides opportunities for all members of the campus community to discover, evaluate, and implement new and emerging technologies that support and advance the mission of the University.

The success of this initiative hinges on the University's ability to increase awareness for those innovation resources that already exist on campus. The University will work with colleges and departments to develop an inventory of these resources, which can then serve as a baseline for further planning. Further planning considerations will include who should have access to various resources and how those resources will be supported in a sustainable way (i.e., training, troubleshooting, replacement planning, etc.).

The subcommittee or task force established as a result of initiative 2.2 Establish Standards for University Technology will be responsible for monitoring the technology environment for innovations that should be considered. Innovations will be evaluated based on a set of common criteria.

Supporting Action Items
1. Design and implement communication plan from University Leadership that informs the campus community that it values, supports and encourages innovation at all levels.
2. Create an opportunity for members of the University to discover, learn, interact and share new and emerging technologies and their impact on learning, teaching and research.
3. Provide financial and human resources to support and encourage new and innovative uses of technology by the campus community as pilot projects (innovation grants available to campus community).
4. Host an annual technology fair with broad participation from the campus and technology community to highlight and celebrate innovative uses of technology by Cal State LA students, faculty and staff.
5. Establish a set of criteria to evaluate and prioritize technology innovations that should be considered.
Measures of Progress
1. Increased University-wide adoption of innovative uses of technology and their impact, benefits and sustainability have been assessed.
2. Measure the campus community's level of empowerment and support to explore, develop, and adopt new technologies via surveys.

3.1 Establish Information Technology Governance

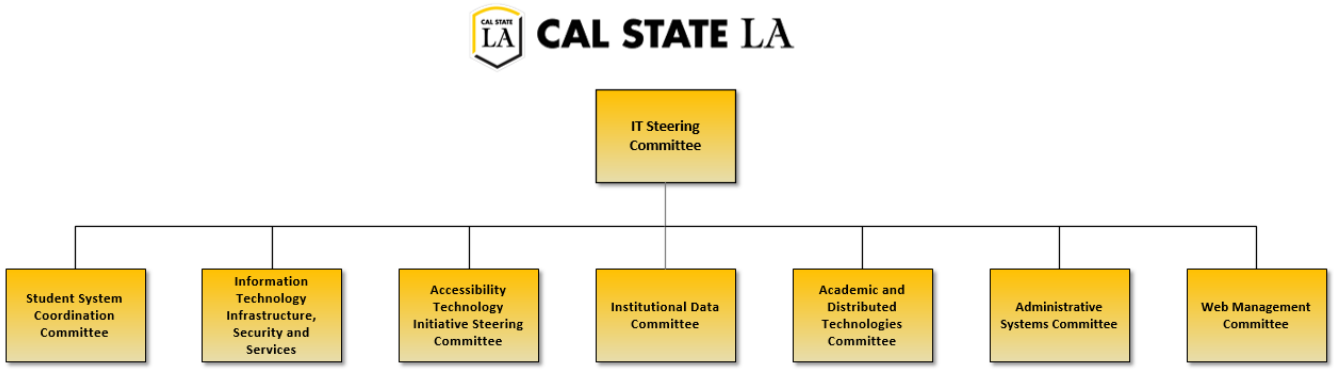
Vision 3 | University-wide engagement in shaping the future of information technology	3.1 Establish Information Technology Governance

Establish an Information Technology Steering Committee to set direction and guide technology planning at Cal State LA.

The current informal Information Technology Steering Committee (ITSC) will become a formal steering committee that will oversee the information technology governance structure for Cal State LA by reviewing, evaluating, and approving information technology strategies, policies, and investments regarding the use of technology.

The newly proposed information technology governance structure establishes the strategic decision-making process that will enable the University to excel in its mission. The new committee will provide strategic leadership, establish campus-wide information technology priorities and policies, and is accountable and transparent to the University community. The ITSC should meet at least once a semester to evaluate and prioritize projects for the next academic year.

The ITSC will form subcommittees to set agendas that cover the topics of interest as depicted below and form task forces as needed to address particular areas. The following diagram illustrates the proposed structure for information technology governance at Cal State LA:



Specific objectives for information technology governance will include:

- Make recommendation to Cabinet about strategic plans, policies, and funding priorities for information technology for the University.
- Establish and communicate the information technology vision that supports the University mission and goals.
- Provide strategic direction and prioritization on critical information technology issues, projects, and investments with appropriate funding and allocated resources.
- Improve the integration of information technology strategic planning with the University's strategic plan and objectives.
- Establish guidelines to ensure current resources are being appropriately allocated and invested.
- Foster partnership between the University information technology partners.
- Create criteria for projects that will be reviewed and vetted by the ITSC.

Vision 3 | University-wide engagement in shaping the future of information technology	3.1 Establish Information Technology Governance

Recommended membership for the ITSC includes the following individuals:

- Chair – Executive Vice President
- Co-Chair – CFO and Vice President for Administration and Finance
- CIO / Associate Vice President of ITS
- Assistant Vice President for Institutional Effectiveness
- Chairs of each Subcommittee
- Vice Provost for Enrollment Services or Vice Provost for Planning and Budget
- Senior Director for Center for Effective Teaching and Learning (CETL)
- Dean of Students
- Dean of the Library
- Academic Dean or Associate Dean (one)
- Academic Senate Chair
- Chair of Academic Information Resources Subcommittee (AIRS)
- Chair of Advising Subcommittee
- Associated Students, Inc. (ASI) representation
- Faculty representative

For the information technology governance to be successful, all committees must hold the following values:

- Communication – Communication must occur into, out of, and across the committee and University-wide
- Transparency – Governance committee and processes must be clear. How decisions are made and who has input rights and decision-making rights must be readily apparent to the University
- Accountability – ITSC, subcommittees and task forces are held accountable for delivering on their responsibilities. Clear escalation paths for issue resolution must be defined
- Assessment – Making sure that measureable objectives are met within the agreed upon timelines
- Responsibility – Governance structure must focus on results rather than implementation and project management
- Appropriate representation – Constituency groups across the University must be represented
- Active support – Governance structure requires staff to support the process. Agenda setting, meeting logistics, issue tracking, and communication are all essential aspects of active support

Subcommittees and Task Forces

Subcommittees are defined as ongoing groups responsible for issues and decisions in a certain area of information technology at the University. Task forces are defined as time-bound groups that are assigned specific problems to solve or tasks to accomplish.

ITSC can form subcommittees and task forces as needed. Existing committees may be asked to establish formal relationships with the ITSC.

Subcommittee members will serve as individuals with the vision, authority, and ability to disseminate timely and appropriate communication, vision development, and deliver update(s) to ITSC. Committee chair members will serve as facilitator and handle task management. Task forces members will serve as self-organizing

individuals who complete the work and various tasks. Each of the subcommittees and task forces will develop the charge and frequency of when the members will meet.

There is an intermittent need to create task forces to investigate issues and explore different information technology solutions. Task forces members can be appointed by the ITSC on an as-needed basis. The task forces meet for a set timeframe to accomplish specific objectives related to resolving an issue or implementing an information technology strategy; they are not be considered standing or ongoing governing bodies. Task force membership can consist of ITSC members or any qualified personnel identified by ITSC.

3.1.1 Student System Coordination Committee (SSCC) - existing
Co-chairs: Vice Provost of Enrollment Services and CIO / Associate Vice President of ITS
Charge: The SSCC oversees the continuing development and maintenance of the GET student system and implementation of applications that integrate with the GET system contributing to student success. Committee reviews and approves enhancement requests and implementation of new projects that will be included in the SSCC work plan and roadmap. Committee members may be called upon to present information and updates to ITSC. This committee currently meets monthly or as needed.

3.1.2 Information Technology Infrastructure, Security and Services (ITISS) - new
Co-chairs: Associate Vice President of Planning, Design & Construction and CIO / Associate Vice President of ITS
Charge: The ITISS Committee provides oversight and set priorities for information technology infrastructure. The committee also reviews policies and provides directions to ensure that the security and reliability of enterprise level systems, and new proposed systems meet the University's requirements while servicing the campus community. This committee is charged with the following objectives:

- Ensure alignment of information technology infrastructure services with academic and administrative direction, goals, and priorities
- Ensure that an appropriate array of enterprise services is provided for departments, faculty, staff, and students to enable effective communication, broad collaboration, and timely access to information
- Provide oversight for the identification and selection of enterprise level service solutions and distributed technology including Administrative and Academic Technology for prioritized business need
- Standardize the information technology equipment, applications, projects and services in administrative units where possible
- Provide a forum where new infrastructure requirements or emerging technologies are discussed and considered
- Communicate the University's information technology strategies and priorities for infrastructure services to the campus
- Ensure that appropriate security is maintained for all services, through corresponding measures, controls, and policies
- Provide direction to prevent, where appropriate, unnecessary redundancy or non-sustainable service implementations and their resulting inefficiencies and risks

Committee members may be called upon to present information and provide updates to ITSC.

- Proposed Membership:
  - Director of IT Infrastructure Services
  - Director of Administrative Technology
  - Director of ITS Enterprise Applications

- Director of Planning and Design
- Director of IT Security and Compliance
- Senior Director for Center for Effective Teaching and Learning (CETL)
- Director of Academic Technology
- Associate Dean of Library
- Director of Procurement and Contracts
- Student Representative
- Faculty Representative
- Information Technology Consultants (at least two)

3.1.3 Accessibility Technology Initiative (ATI) Steering Committee - existing
Co-chairs: Vice Provost for Diversity & Inclusion and CIO / Associate Vice President, ITS
Charge: The ATI Steering Committee is tasked with the University's ongoing commitment to provide access to information resources and technologies to individuals with disabilities. The committee will also recommend ATI mechanisms that will support faculty in staying current on instructional technologies and distributed learning, such as opportunities for training, experimenting with emerging technologies, and support from instructional designers. The committee submits the campus annual reports to the Chancellors Office and provides updates to the Cabinet or President's Leadership Team (PLT). This committee meets monthly. Committee members may be called upon to present information and updates to ITSC.

3.1.4 Institutional Data Committee (IDC) – new
Co-chairs: Assistant Vice President of Institutional Effectiveness and Director of Enterprise Applications
Charge: The IDC will advise the University about institutional data directions and priorities, including the following:

- Business intelligence driven decision making
- Predictive analytics
- Enterprise data warehouse
- Institutional data management
- Data ownership and access

This committee will provide campus perspective on institutional data needs. Committee members may be called upon to present information and updates to ITSC. This committee may not be formed for a while and the charge of this committee will need to be further developed by the members.

- Proposed Membership:
  - CIO / Associate Vice President of ITS
  - Associate Vice President for Administration and Finance
  - Associate Vice President of Human Resources
  - Vice Provost for Enrollment Services
  - Vice Provost for Planning and Budget
  - Director of Institutional Research
  - Director of Strategic Planning and Quality Improvement
  - Director of IT Security and Compliance
  - Data Owners

Vision 3 | University-wide engagement in shaping the future of information technology	3.1 Establish Information Technology Governance

3.1.5 Academic and Distributed Technologies Committee (ADTC) – new

Co-chair: Vice Provost for Diversity & Inclusion and Academic Senate Chair

Charge: The ADTC supports the University's teaching, learning, and research missions by reviewing, evaluating, and recommending strategies, plans, and policies regarding information technology projects and services in support of research and academic engagement. The committee solicits input from key stakeholders and advisory groups across the campus to ensure that institutional needs are being met and decisions are in alignment with the University strategic direction. The committee represents faculty perspectives on questions relating to learning, teaching, or researching with instructional technologies, including distributed learning and other learning technologies. The committee will be responsible for gathering feedback from faculty on the effectiveness and usability of the instructional technologies employed.

- Proposed Membership:
  - Dean and Associate Dean (at least 1 each)
  - Director of IT Infrastructure
  - CETL Representative
  - Dean or Associate Dean of the University Library
  - Director, Strategic Planning & Quality Improvement
  - ITC Representatives
  - AIRS Representative
  - Faculty Representative
  - Student Representative

3.1.6 Administrative Systems Committee (ASC) – new

Chair: Director of Administrative Technology

Charge: The ASC supports the University's missions by reviewing, evaluating, and recommending strategies, plans and policies regarding information technology equipment, applications, projects and services in support of the administrative and contributor relations functions of the University. The committee solicits input from key stakeholders and advisory groups across the campus to ensure that institutional needs are being met and decisions are in alignment with the University strategic direction. The Committee will be responsible for gathering feedback from staff on the effectiveness and usability of the administrative and contributor relations technologies employed.

- Proposed Membership:
  - Director of Administrative Technology
  - Assistant Director of Administrative Technology
  - Director, Strategic Planning and Quality Improvement
  - Representative for ITS
  - Director of Enterprise Applications
  - Representative for Public Safety
  - Representative for Human Resources Management
  - Representative for Facilities, Planning and Construction
  - Representative for Business Financial Services
  - Representative for Procurement, Contracts and Support Services
  - Representative for Student Financial Services
  - Representative for Budget
  - Representative for University Auxiliary Services
  - Representative for Housing
  - Representative for University Advancement

Vision 3 | University-wide engagement in shaping the future of information technology	3.1 Establish Information Technology Governance

3.1.7 Web Management Committee (WMC) – existing

Chair: Executive Director for Communications and Public Affairs

Charge: Per Administrative Procedure 026, Internet Presence: Website and Portal, Digital Content, Organization and Responsibility, the WMC guides the University website coordination, maintenance and improvement including:

- Content, substance, quality, timeliness and ownership
- Technical operations and function
- Consistency, appearance and style
- User experience, logical navigation, accessibility and usability

Supporting Action Items
1. Establish ITSC and develop charter.
2. Identify any subcommittees that are necessary at this time. For each subcommittee, develop a charter with a clear purpose, defined roles, and frequency of meetings.
3. Create "clearinghouse" criteria that will determine which information technology projects should be reviewed and vetted by the ITSC.
4. Establish clear processes around the role of information technology governance in the planning cycle.
Measures of Progress
1. Acceptance of information technology governance by the University information technology community.
2. Consistent participation and engagement by ITSC members.
3. Measurable improvement in information technology project prioritization and implementation through regularly scheduled reviews and evaluations.
4. Successful implementation of action items and adoption by information technology partners.

3.2 Maintain and Update Information Technology Strategic Plan

Vision 3 | University-wide engagement in shaping the future of information technology	**3.2 Maintain and Update Information Technology Strategic Plan**

Establish a process for maintaining the University's Information Technology Strategic Plan in alignment with the University's institutional strategic planning process.

The Information Technology Strategic Plan sets the goals and direction of all aspects of information technology efforts and resources at the University. The planning process needs to engage the campus community in establishing goals for the University's information technology community, and should define specific activities, projects, and plans to meet those goals. Information technology goals and initiatives should align with the University's strategic objectives (Student Success, Engagement, Service, and the Public Good, Welcoming and Inclusive Campus, and Academic Distinction).

Supporting Action Items
1. Establish a planning calendar that appropriately aligns with the campus budgeting and planning cycle.
2. Assign an Information Technology Strategic Plan document owner who will be responsible for making plan updates under the direction of the planning committee (or ITSC).
3. Establish a process for regularly measuring progress and reporting on plan success metrics.
4. Develop an annual "State of Information Technology" report that updates the campus on Information Technology Strategic Plan progress and updates.
Measures of Progress
1. Establishment of an Information Technology Strategic Plan progress review, and review cycle.
2. Annual reporting on success metrics outlined within the plan.
3. Scheduled campus community surveys related to gather feedback on information technology.

4.1 Increase Information Technology's Role in Improving Advisement and Student Support

Vision 4 | Technology's Role in Supporting Student Success and Graduation Initiative 2025	**4.1 Increase Information Technology's Role in Improving Advisement and Student Success**

Advance Graduation Initiative (GI) 2025 through the strategic use of information technology, focusing on opportunities to effectively advise and support students from enrollment to graduation.

The campus has launched GI 2025 to support the achievement of ambitious graduation goals set by the CSU. Specific goals include a freshmen (FTF) 4 year graduation rate of 30% and a 6 year graduation rate of 55%. Improving Advising and Student Success is a key element of the University Strategic Plan. It focuses on technology-based tools and services our faculty and staff need to:

- Guide students toward appropriate majors and courses
- Promote student success in their courses
- Initiate targeted advising campaigns at critical junctures to guide students toward timely graduation

The University has adopted EAB Campus to support student success. This tool provides the capabilities to closely monitor student progress and to alert student advisors of students at risk based on a comprehensive suite of criteria. The University is also in the process of implementing the Degree Planner – a CSU supported multi-year planner for students and advisors directly integrated with the degree audit and registration. The University will communicate the availability of the Degree Planner to the campus community in order to grow student adoption.

Supporting Action Items
1. Support clear paths to graduation through implementation of the Degree Planner.
2. Support proactive advising and the creation of a "coordinated care network" through campus-wide adoption of EAB tools. Coordinated care network refers to the culmination of structures, services, and processes that support student success.
3. Incorporate the major specific criteria for admission into advising tools (EAB success markers, degree audits and Degree Planner) to better prepare students for timely success in their majors.
4. Improve tools available to faculty, advisors, and staff to effectively communicate with the diverse student population.
5. Leverage current and future technologies to support more timely graduation.
6. Enhance the student experience through continued investment in mobile technology.
7. Establish training and other educational opportunities to support campus adoption of new technologies.
Measures of Progress
1. Implementation dates and utilization rates of selected technologies.
2. Improved retention and graduation rates.
3. Measures of progress should be continually reviewed and updated to align with metrics identified by the GI 2025 Committee.

4.2 Identify and Support Technology Needs of Faculty to Advance Learning, Teaching, and Research

Vision 4 | Technology's Role in Supporting Student Success and Graduation Initiative 2025	**4.2 Identify and Support Technology Needs of Faculty to Advance Learning, Teaching, and Research**

Identify and support the information technology needs of faculty to enhance their learning, teaching, research and creative activities in support of student success and reaching GI 2025 efforts.

To achieve this, the University will identify and prioritize faculty's needs using data collection and assessment of current technology resources, including current classroom technology (see also initiative 2.2, Establish a Strategy and Standards for University Technology and Support). The University will seek to increase support for research technology to further faculty and faculty-student research.

A new framework for continued assessment and improvement is needed as new academic and information technologies are adopted and implemented. This will require development of communication, feedback, planning, and support that will lead to fit-gap analysis for upgrades or replacement to meet the needs of our faculty.

Supporting Action Items

1. Collect data and evaluate the effectiveness of current classroom technology and software (e.g. LMS, computers, AV equipment, etc.) that supports teaching and learning. Use this data to inform future technology decisions and purchases.
2. Evaluate how technology can enhance the physical classroom environment to support teaching and learning (E.g., collaborative workspaces, and accessible power outlets for laptops).
3. Maintain a detailed inventory of classroom technology available in each learning space and provide training to ensure that the technology requirements of each class are met by their assigned classroom.
4. Identify current IT support and underlying infrastructure for hybrid and fully online courses. Develop a plan to meet the needs to support hybrid and fully online course development and implementation.
5. Collaborate with research faculty to define and develop the information technology competencies required to support computational research.
6. Improve digital literacy and technology adoption for students, faculty and staff.
    a. Regularly implement student and faculty surveys (e.g. EDUCAUSE Center for Analysis and Research (ECAR)) and feedback mechanisms to assess technology uses and needs and to benchmark with similar institutions.
    b. Enhance technology training and support for faculty, staff, and students, as it relates to student success and GI 2025.
    c. Enhance assessment capabilities to measure effectiveness of academic and information technology tools and measurement of its adoption rate.
7. Deployment of accessible instructional materials for all students.

Measures of Progress

1. Successful implementation and adoption of a new classroom technology to better support teaching and learning (e.g. LMS).
2. Measurable success in adoption and usage of new technology.
3. Surveys to identify gaps and verify direction of solutions provided are aligned with the initiative.
4. Creation of a survey data dashboard from students, staff and faculty accessible by the campus community, e.g., ECAR, campus specific surveys, etc.

Vision 4 | Technology's Role in Supporting Student Success and Graduation Initiative 2025	4.2 Identify and Support Technology Needs of Faculty to Advance Learning, Teaching, and Research
5. Improved utilization of the academic technology available in learning spaces.	
6. Improved accessibility of instruction materials through technology.	
7. Increased research activity at the University.	

4.3 Leverage Technology to Advance Enrollment Management Process

Vision 4 | Technology's Role in Supporting Student Success and Graduation Initiative 2025	**4.3 Leverage Technology to Advance Enrollment Management Process**

Leverage information technology to advance enrollment management and space planning in support of Student Success and Graduation Initiative 2025.

The goal will be to create an integrated framework to streamline recruitment, admissions, and graduation, while identifying and reducing impediments to improve Student Success and GI 2025.

GI 2025 is the California State University's initiative to increase graduation rates for all CSU students while eliminating opportunity and achievement gaps. Enrollment management is a key pillar of this initiative.

Cal State LA will work to ensure that students are able to enroll in the courses they need, in the term that they need them, at times that support their educational goals. The campus will need to leverage technology and data to better predict enrollment trends and course demands in order to respond to the needs of students. The University must also optimize the match between instructional pedagogy and delivery methods (in-person, hybrid, on-line) and spaces.

Supporting Action Items
1. Leverage the new Cal State Apply application to support the University admission plan. A component of this will include streamlining the graduate admissions process.
2. Use space management and scheduling tools, such as Ad Astra, to improve course availability, as well as classroom and space utilization.
3. Take a detailed inventory of the technology available in each learning space to ensure that the technology requirements of each class are met by their assigned classroom.
4. Leverage technology to help faculty and departments predict the courses and number of sections that they will need to offer each semester to meet student needs.
5. Establish data warehouse and analytics tools (see initiative 4.4 Support Data Informed Decision Making).
Measures of Progress
1. Implementation of major specific criteria in admission.
2. Implementation of streamlined graduate admission process.
3. Reduction in waitlists.
4. Availability of course demand predictions.
5. Increase in percentage of students taking a full load.
6. Improved classroom utilization.

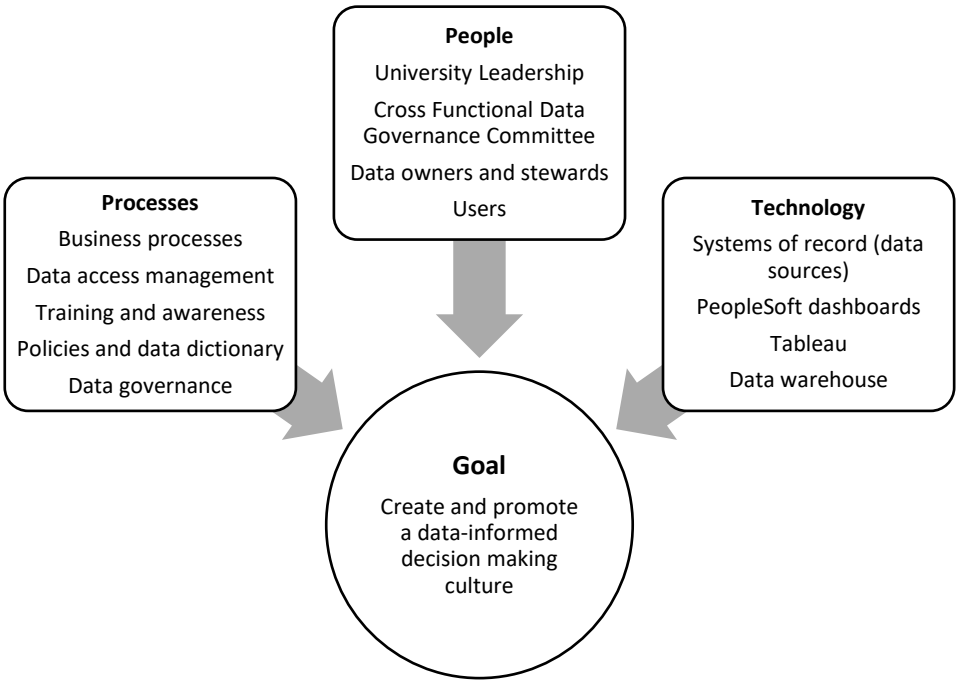
4.4 Support Data Informed Decision Making

Vision 4 | Technology's Role in Supporting Student Success and Graduation Initiative 2025	4.4 Support Data Informed Decision Making

Establish and implement a data strategy that focuses on the people, processes, and technology to create and promote a data-informed decision making culture.

The Data Strategy Elements diagram below provides an overview of the elements that need to be addressed as part of the University's strategy to advance data-informed decision-making.

Data Strategy Elements Diagram



To guide the data strategy, the University will complete an assessment of data that is currently available across the institution, the integrity and reliability of that data, and of current reporting capabilities. This initial assessment will focus on a predetermined group of systems, prioritizing data that can provide the greatest value in supporting the University's student success initiatives. The outcomes of this assessment will reveal gaps that need to be addressed in order to achieve the goal of creating a data-informed decision making culture.

This work will require executive leadership and support, and will be a primary focus for the cross-functional IDC described in initiative 3.1 Establish Information Technology Governance.

Vision 4 | Technology's Role in Supporting Student Success and Graduation Initiative 2025	4.4 Support Data Informed Decision Making
Supporting Action Items	
1. People a. Establish executive sponsorship and support for the data strategy. b. Establish a cross-functional IDC (see initiative 3.1). c. Assign roles for data owners and data stewards. Educate data owners and data stewards on expectations for their roles, including responsibilities, necessary skills, and required tasks. d. Assign roles in support of data governance and training.	
2. Processes a. Identify and address areas where business processes need to be refined in order to meet data needs. b. Establish clear policies and procedures around data access management, particularly around the use of tools that provide access to aggregate data, such as Tableau. c. Establish a strategy for promoting awareness and understanding of the importance of the University's data-informed decision-making goals. d. Establish a training plan to ensure that users have the capabilities needed to execute the data strategy and achieve the goal. e. Develop a data dictionary to promote a common understanding for how different data elements are to be used, interpreted, and applied across the University. f. Develop and maintain a data classification policy that includes appropriate security controls for different data types.	
3. Technology a. Create a University-wide data warehouse to enable the entire campus to leverage the same data for analysis and decision-making. b. Continue implementation of the enterprise version of Tableau.	
Measures of Progress	
1. Creation of data governance policies and guidelines.	
2. Delivery of education and training.	
3. Resource optimization and improved student success based on data driven decision-making.	
4. Realization of resources efficiencies based on integrated data analytics.	
5. Broad campus-wide utilization of data visualization tools.	

5.1 Implement Information Technology Service Portfolio

Vision 5 | Information Technology Service Design, Management, and Delivery	**5.1 Implement Information Technology Service Portfolio**

Design, manage, and deliver a communicated portfolio of services that support the University's strategic initiatives.

The service portfolio will support a more proactive and consistent approach to the development of new services, the management of existing services, and the retirement of services that are no longer needed. The revitalization of the University's information technology service catalog will be an important element of this initiative. The information technology service catalog will be designed to provide Cal State LA students, faculty, and staff with a welcoming and user-friendly interface for accessing the many information technology services that are offered across the University.

The initiative will require a review of the current ITS catalog, a survey of all other information technology services provided that are not included in the current ITS catalog, and the development of the service portfolio (which will include services in development or under consideration). This will result in a comprehensive information technology services portfolio that will be reviewed to determine which items need to be retired, kept, updated or added.

For each service, a plan will be developed to support the implementation, ongoing maintenance, retirement, and updating of the process or system. Each service will undergo a service design process, as discussed in initiative 5.2 Adopt Customer-oriented Information Technology Service Management. More complex or substantial services identified for consideration in the portfolio may require the ITSC review.

Supporting Action Items
1. Inventory the services in the ITS service catalog.
2. Inventory the University-wide information technology services that exist outside of ITS.
3. Identify current and projected information technology service needs of Cal State LA community as provided by ITS and outside of ITS.
4. Identify gaps and future needs, such as services not currently provided, areas where there is inadequate support for existing services, and areas of confusion and overlap (i.e., ITS and ITCs provide the same service to different areas).
5. Review inventory of current catalog in light of identified gaps and future needs to determine which services to update, add, or retire.
6. Complete service design. See initiative 5.2 Adopt Customer-oriented Information Technology Service Management.
7. Develop comprehensive, user friendly, accessible, and customer-focused information technology service catalog for the University.
8. Establish a process for maintaining the information technology service catalog. This includes making certain that customer requirements and needs are met, aligning services with strategic objectives, introducing and retiring services as appropriate, and ensuring that all new services are designed and implemented strategically.
Measures of Progress
1. The existing catalog and additional services that are provided and needed are inventoried with decisions regarding to retain, update, add or retire.
2. Plans for the maintenance of the new service portfolio are documented and agreed to with participants.
3. Plans to implement the changes required for service portfolio items are agreed upon and put into motion and prioritized appropriately (changes include retain, update, add and retire).

Vision 5 | Information Technology Service Design, Management, and Delivery	5.1 Implement Information Technology Service Portfolio
4. Metrics from utilization and the service management system (ServiceNow) demonstrate the use of service portfolio items over time and data is used in future decisions about the ongoing maintenance of the portfolio.	
5. Customer surveys used to determine customer satisfaction with the service portfolio and services.	

5.2 Adopt Customer-oriented Information Technology Service Management

Vision 5 | Information Technology Service Design, Management, and Delivery	**5.2 Adopt Customer-oriented Information Technology Service Management**

Establish information technology service management practices that help ensure services are proactively designed and managed to meet the needs of customers.

The University needs to develop a strategic and customer-oriented approach to the design, delivery, and management of current and future information technology services. An increased customer-focused approach will bring greater value to customers, support alignment with the University's strategic goals, and better meet the varied needs of the campus community.

As part of this approach, new and existing services will be evaluated for alignment with operational needs and strategic goals. Services will then undergo a design process, which will bring greater consistency to how key elements of each service are considered, planned, and managed. Specifically, the design process will consider and document key roles and responsibilities, availability and accessibility considerations, associated staffing resources, technical and functional requirements, appropriate management controls, underlying processes, customer feedback channels, and key success metrics.

Supporting Action Items
1. Ensure services are strategically aligned, customer-focused, and resourced appropriately.
2. Ensure that service design is coordinated with service catalog and portfolio management activities.
3. Service design will include a defined set of service design elements to make certain that all services are intuitive, accessible, and user-friendly for customers.
4. Service design elements will be clearly communicated to the end users.
5. Create a service design package for each new and existing service that documents all of the requirements, responsibilities, processes, management practices, communication considerations, and measurements to ensure successful service delivery.
6. Establish a continuous improvement cycle through metrics and customer feedback.
7. Develop campus communication plans for each new service being deployed through communication channels primarily used by students, faculty, and staff (social media, email, etc.).
Measures of Progress
1. Measures and metrics are defined and captured for new and existing services.
2. Customer feedback surveys to determine satisfaction with services.
3. Utilization of each service to gauge the effectiveness of the campus communications plans.
4. Services within the service catalog have a design package document.