

EXECUTIVE SUMMARY

This *Measures of Success* annual report is the final edition in a ten-part series based on an accountability agreement between the California State University (CSU) system and the California Department of Finance. The series reports to the legislature on the progress of the Integrated Technology Strategy. This final report presents no new quantitative data; however new interviews are included. It is a summary of the previous studies and an overall assessment of the role of information technology in the CSU from the standpoints of strategic planning and outcomes measurement.

This summary report is therefore an opportunity to look both back and forward. It is a statement of successes and of lessons learned from a multi-year system commitment to information technology planning, implementation, and measurement.

This report does the following:

1. Provides a brief background statement on the importance of the Integrated Technology Strategy (ITS), as well as the strategies underlying the Measures of Success (MOS) report series and its methodology.
2. Outlines policy and technical shifts in information technology for the past decade from a national, statewide, and CSU institutional perspective. The national perspective includes a trend analysis of EDUCAUSE top ten issues from 2000 to 2008. The statewide view addresses student access, workforce preparation, and institutional efficiencies. A decade-by-decade overview of changing technologies and IT policies portrays the institutional environment.
3. Identifies the major CSU trends in academic, administrative, and networking technology at the institutional level, and changes in user behavior and attitudes documented in MOS data. Some of the issues discussed are: progress towards campus baseline capability; the stability and generally positive nature of the findings; technology and policy changes; campus and user variations; and national comparisons.
4. Describes findings from qualitative interviews with CSU presidents and Chief Information Officers (CIOs) on the impact of the ITS, and IT generally, and from systemwide conferences designed to assess IT goals and challenges. Part of that process traces the evolution of the systemwide ITS before and during the MOS reporting, and the concomitant patterns in IT organization, governance, and campus strategic planning.
5. Points to some of the unresolved issues from the MOS research (campus size and resources, IT governance, online learning) and unmet needs from a fiscal perspective, both of which suggest areas for potential study in the future.
6. Examines options governing the future state of IT accountability reporting in the CSU in terms of moving from input to outcome measures while institutionalizing a “culture of evidence” across the system. There are six recommendations for campus CIOs and one major recommendation for the systemwide Technology Steering Committee (TSC).
 - Participate in the annual Campus Computing Survey, conducted by the Campus Computing Project and the EDUCAUSE Core Data Services Survey.
 - Continue to collect a subset of the annual MOS survey data and other information deemed important by ITAC. The vehicle for collection will likely be an addendum to the national Campus Computing Survey, if the cost can be negotiated.
 - Conduct user surveys of faculty, staff and students every three to five years using a subset of CSU campuses for each survey. Campuses should be selected with the proper mix so the costs can be mitigated and results can be extrapolated to the system.
 - Develop IT metrics for the eight commitments in the California State University Access to Excellence accountability report (these data probably will be collected by departments of institutional research).

- Review the Academic Technology Baseline Plan when it is published, including metrics. CIOs should be actively engaged in the data collection for this baseline and be required to approve all submissions as part of his/her Information Technology Advisory Committee (ITAC) designee role.
- Insure that all IT initiatives, whether campus-based or systemwide, contain metrics for success in the pilot or proof of concept phase. Metrics should be well established prior to widespread implementation of the initiative.
- ITAC should make a formal recommendation to the TSC that a structure and process be established and resources appropriated to satisfy the data collection needs for a policy agenda, as articulated by the TSC presidents and Vice Chancellors. These include, but are not be limited to: using IT to resolve lower-division bottleneck courses; expanding online courses and degree programs; increasing student remediation using IT; improving e-learning outcomes; providing faculty, staff and student IT training and support services; responding to state manpower needs; standardizing best business practices; tracking total cost of ownership in IT expenditures; and improving space management through IT.