

## INTRODUCTION

*Measures of Success* (MOS) is the vehicle through which California State University informs the legislature about progress and benefits of the Integrated Technology Strategy (ITS). Annual reports are submitted each November; they began in 1999 and will conclude in 2008. This is the sixth report in the series and the fourth year in which changes to the baseline data (1999-2000) are detailed.

The reports measure progress in achieving the benefits associated with specific ITS initiatives in the following outcome categories:

- ◆ Excellence in Learning and Teaching
- ◆ Quality of the Student Experience
- ◆ Administrative Productivity and Quality
- ◆ Personal Productivity

The aim of the *Measures of Success* process is to yield information about the:

- ◆ Extensiveness, or the amount of usage of IT services
- ◆ Effectiveness, or the degree to which the ITS objectives have been met
- ◆ Efficiency, or the cost of the services provided
- ◆ Quality, or the currency and capacity of IT resources, and the satisfaction of users

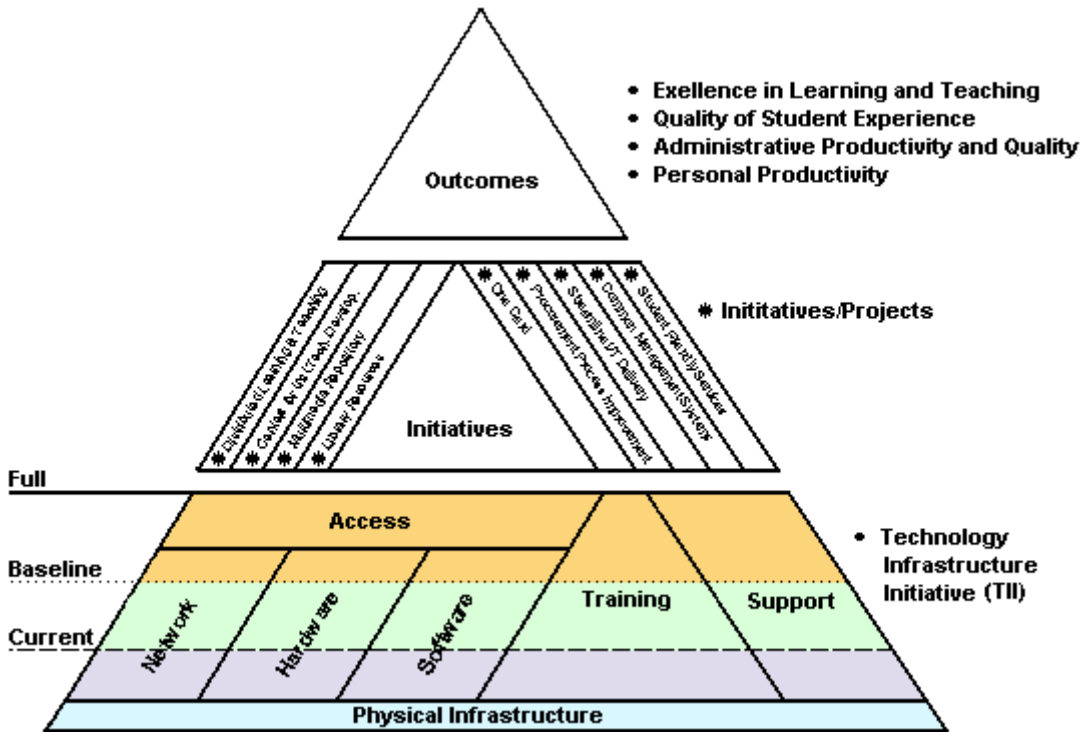
### Integrated Technology Strategy

By the mid-1990s, CSU executive management realized that emerging information technologies could offer significant opportunities to meet demands for increased student access and to improve administrative processes. Concurrently, it became obvious, not only in the CSU but throughout higher education in general, that funding technology infrastructures through traditional means (operational budgets) was ineffective and inadequate. Telecommunications pathways, spaces, and media, ought to be treated as infrastructure, much the same as electrical, water, and sewer systems, and funded through capital investment.

The planning process for the Integrated Technology Strategy began in 1994; it was an iterative process involving all major CSU stakeholders. Constituent input made clear that without a minimum baseline technology infrastructure on every campus, the benefits of the ITS initiatives could not accrue to all students, faculty and staff. In March 1996, the CSU Board of Trustees approved the ITS framework for leveraging technology as a tool to achieve CSU academic and administrative goals.

The four outcomes of the Integrated Technology Strategy are depicted in Figure 2A as the apex of the pyramid. They result from the strategic application of information technologies in support of the core programs and operations of the university, represented graphically in the central portion of the figure. The infrastructure prerequisites for using technologies effectively are shown as the broad component at the base of the figure (the Technology Infrastructure Initiative, or TII). The outcomes and the technological prerequisites of ITS have remained constant from 1996 to the present. However, specific initiatives aimed at achieving improvements in academic and administrative areas of priority concern have changed and will continue to change. Prior to the inception of the *Measures of Success*, two initiatives (One Card and Procurement Process Improvement) had been fully institutionalized and, therefore, not tracked. This edition of the MOS omits the Student Friendly Services Initiative because, as reported in November 2003, the number of electronic applications had far exceeded the 2008 goal, rendering further tracking unnecessary.

FIGURE 2A



In March 2001, the CSU presented a five-year progress report to the Board of Trustees, noting that the first-wave initiatives were well underway. The ITS continues to guide the CSU's strategic use of technology. In 2004, all 23 CSU presidents recommitted to the goals and objectives of the ITS and agreed to maintain their collective leadership of information technology. With implementation of the infrastructure and administrative initiatives well underway, CSU leaders have made academic technology a major policy priority of the system, and as a result, new initiatives have been launched aimed at infusing technology into the teaching and learning process. These initiatives augment the initiatives reported in the academic section of the MOS but are not part of the formal MOS reporting process.

### The ITS, the TII, and the MOS

The benefits of ITS depend on a robust technology infrastructure. Therefore, executive management determined that this infrastructure should be given priority—often above new buildings. Voter bond approval provided the source of funding to build the infrastructure.

Before approving the CSU plans to expend capital dollars on technology infrastructures, the state legislature required assurances that having this utility would enable the benefits identified in the ITS. The MOS is the result of negotiations between the CSU and the California Department of Finance. Agreement was reached on a framework and metrics for measuring and reporting on the progress and results of ITS implementation. The 10-year time frame of the reporting requirement allows the CSU to show how, over time, as the infrastructure is extended to a growing number of campuses, there is commensurate improvement in ITS goal attainment.

### The MOS Format

Prior to 2003, editions of the MOS were organized around the set of metrics specified for each ITS initiative. The format of the 2004 *Measures of Success* follows that of 2003 in that initiatives are grouped by the ITS goal area that they address: Excellence in Teaching and Learning (academic initiatives), Administrative Productivity and Quality (administrative initiatives), and Personal Productivity (infrastructure initiatives). The MOS also reports on the

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implications of ITS for CSU Master Plan goals (facilities and enrollments). In the narrative, selected findings are presented in graphic form. Tables displaying detailed information appear in Appendix A. For readers interested in following year-to-year changes in specific metrics, table numbering remains consistent with the 2002 MOS.

Two areas discussed in previous MOS reports are absent in 2004:

- In 2003-04, the inter-campus backbone network, previously administered by 4CNet, became the responsibility of the Corporation for Education Network Initiatives in California (CENIC). The network performance statistics associated with 4CNet are thus unavailable for this report.
- The capital outlay expenditures for the TII are not included in the Master Plan section of this year's report because distribution of bond funding was completed in fiscal year 2002-03, although construction activities for the telecommunications infrastructure buildout continue.

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