

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 seventh report in the series and the fifth year in which changes to the baseline data (FY 1999–2000) are detailed. The data collected was for FY 2004–2005 and the term “to date” in the report refers to June 30, 2005.

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 (fully implemented; no longer reported)
- ◆ 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

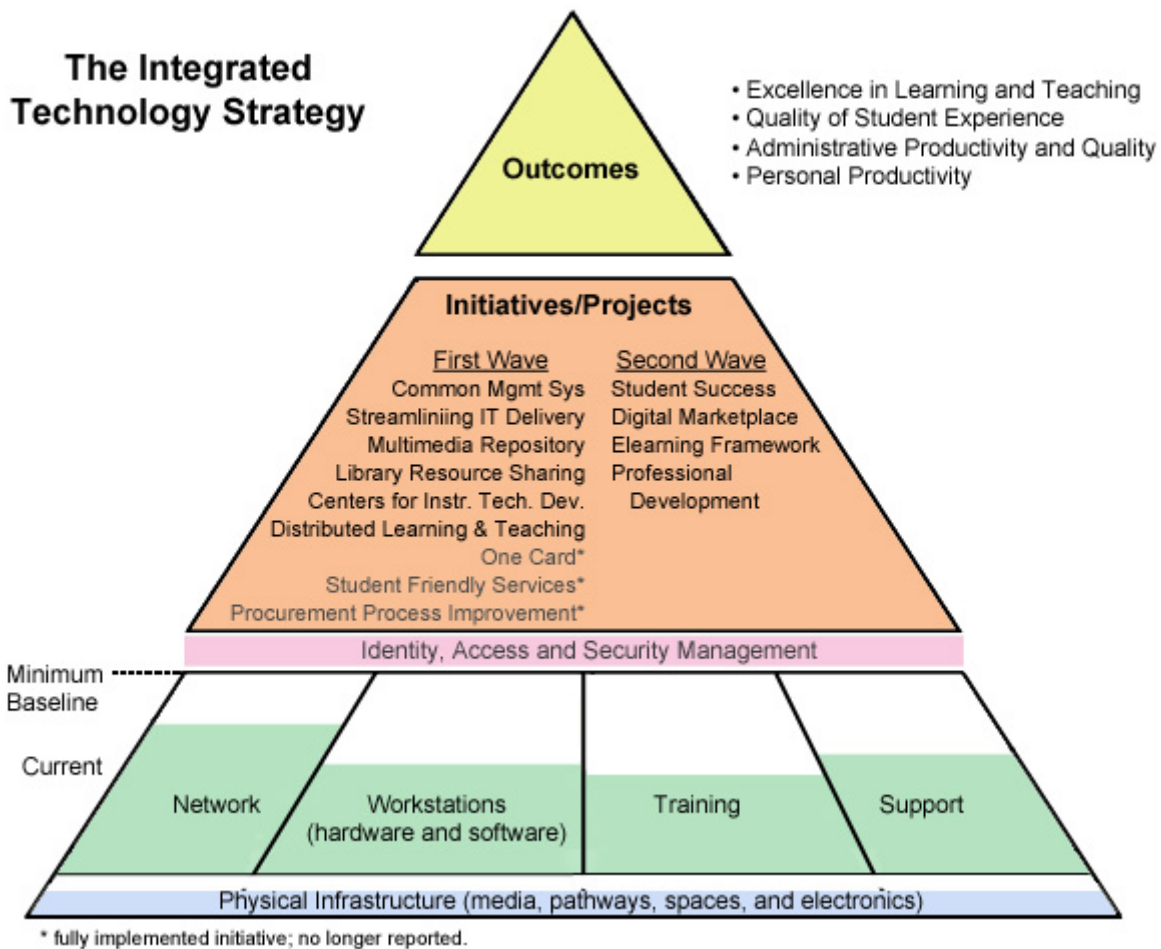
Integrated Technology Strategy

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 also 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 ITS 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 ITS are depicted in Figure 2A as the apex of the pyramid. They have remained constant from 1996 to the present and result from the strategic application of information technologies in support of the core programs and operations of the university. 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). These have evolved to make more explicit the need for middleware (tools for managing access to and interaction between hardware and software) and security. Specific initiatives, shown in the center of the pyramid, were designed to achieve improvements in academic and administrative areas of priority concern. They have changed and will continue to change as they mature. For example, two of the first-wave initiatives (One Card and Procurement Process Improvement) were institutionalized prior to the inception of the MOS. Reporting about Student Friendly Services was discontinued in last year’s MOS because, as noted in November 2003, the number of electronic applications had far exceeded the 2008 goal to have 50 percent of applications to CSU received electronically. By June 30, 2003, over 68 percent of applications were so submitted, rendering further tracking unnecessary.

FIGURE 2A



In March 2001, the CSU presented a 5-year progress report to the Board of Trustees, noting that the first-wave initiatives were well underway. A follow-up 10-year report is planned for March, 2006.

The ITS was never merely a *plan*; it was always a strategic framework. As such, it has continued to guide the CSU's investments in technology for almost a decade and will do so well into the foreseeable future. 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, a second wave of initiatives has been launched. These initiatives augment those reported in the academic section of the MOS but are not part of the formal MOS reporting process.

These new academic initiatives illustrate the evolution of the ITS. During the systemwide planning stages, eight initiatives were deemed worthy of implementation. CSU presidents, citing fiscal and human resource constraints, selected four for initial implementation. These are as follows:

- **Foundation Skills** – CSU will use technology solutions to improve prospective students' preparation in math and English.
- **E-Learning Framework** – This initiative will enable faculty, staff, and students to use academic technology content and tools effectively in their courses to produce desired education outcomes. Included are a systemwide, strategic approach to Learning Management Systems (LMS), integration of new tools with existing applications, and continued growth and development of MERLOT.
- **Digital Marketplace** – The goal of this initiative is to reduce cost and increase convenience and usability of academic content and technology tools by leveraging the size and buying power of the CSU.

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- **Student Success** – Through integration with CMS, this initiative will provide students and CSU staff access to accurate and timely degree audits designed to improve academic advising and student decisions.

The ITS has made it possible for benefits of information technology to accrue to virtually all faculty, staff, and students. The rapid pace of technological change, the pervasiveness of technology, and the increased demand for technological solutions have combined with several years of financial downturn and budget constraints to create a difficult situation. In some areas, campuses have fallen behind in meeting technology refresh and academic program needs for information technologies. In 2004, the CSU presidents commissioned staff to investigate the information technology funding gap in the system. The Methodology Section of this document describes the process used to determine the nature and magnitude of that gap. Where appropriate, funding gap study findings are described in the sections addressing the individual initiatives.

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. The initiative to build a minimum baseline infrastructure on every CSU campus is referred to as the Technology Infrastructure Initiative (TII).

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

The format of the 2005 MOS is the same as last year. For readers interested in following year-to-year changes in specific metrics, table numbering remains consistent with the 2002 MOS.

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