

ADMINISTRATIVE INITIATIVES

Enhancement of productivity and quality is the goal of the Information Technology Strategy (ITS) administrative initiatives. Three first-wave initiatives use information technology to achieve new efficiencies through standardization and economies of scale. The first of these, Procurement Process Improvement, decentralized purchasing authority and reduced redundancy. It was fully implemented prior to inception of the MOS and is therefore not included in this report.

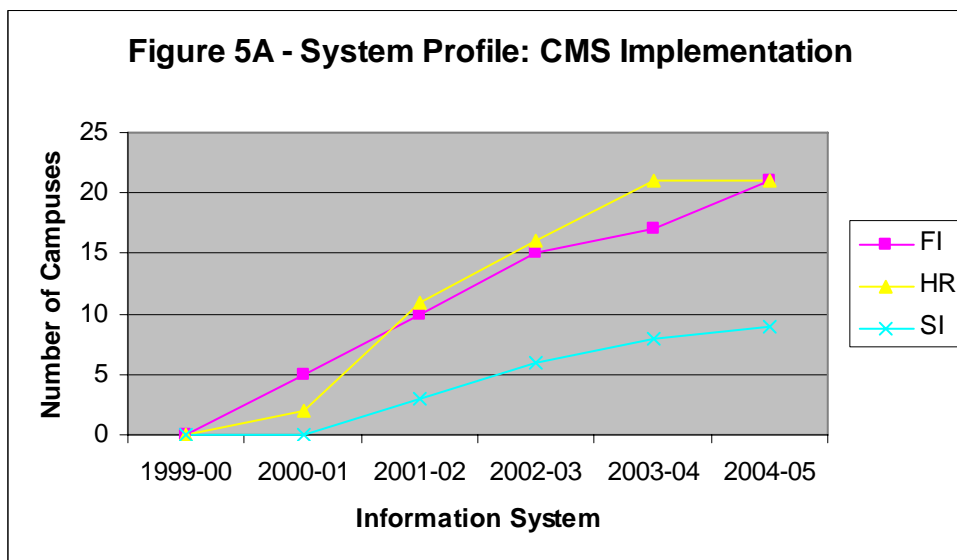
The goals of the Common Management Systems (CMS) are to eliminate duplicative administrative systems and processes, replace outdated legacy systems with an integrated suite of software applications, and improve work processes and services to students, faculty, and staff. The initiative Streamlining Information Technology Delivery (SITD) seeks to achieve cost efficiencies and increase service quality through consolidation of campus administrative data centers. The CMS and SITD initiatives are reported below.

Common Management Systems

Over the years, CSU campuses have employed a variety of administrative information system software applications that had become increasingly difficult and costly to maintain. To address this problem, the CSU chose to leverage its size by moving to a single software platform. Three administrative modules make up the CMS platform: the Human Resources Information System (HR), the Financial Information System (Finance), and the Student Administration System (SA). These systems are integrated to provide maximum utility and flexibility. Beginning next year, MOS will adopt recently introduced name changes. The HR system is now called Human Capital Management (HCM), and the Student Administration System is now the Campus Solutions (CS) system.

CMS provides students improved ability to accomplish a wide range of tasks more efficiently, such as verifying admission status, checking on grades, monitoring progress toward graduation, and obtaining financial aid information and status. Through CMS, faculty can retrieve up-to-date academic records for advising students. In addition, the systems give departments better tools for managing the retention, tenure, and promotion process and for recruiting and hiring new faculty. CMS gives staff improved access to online information such as purchasing, budget, and expenditure status.

Campus implementation of CMS began in 2000-01. By the end of that year, 5 campuses were using Finance and 2 had implemented HR. By the end of FY 2004– 05, 21 campuses had implemented the finance software; 21 had implemented the human resources application; and 9 had implemented the student administration system (Figure 5A).



CMS Reporting for Measures of Success

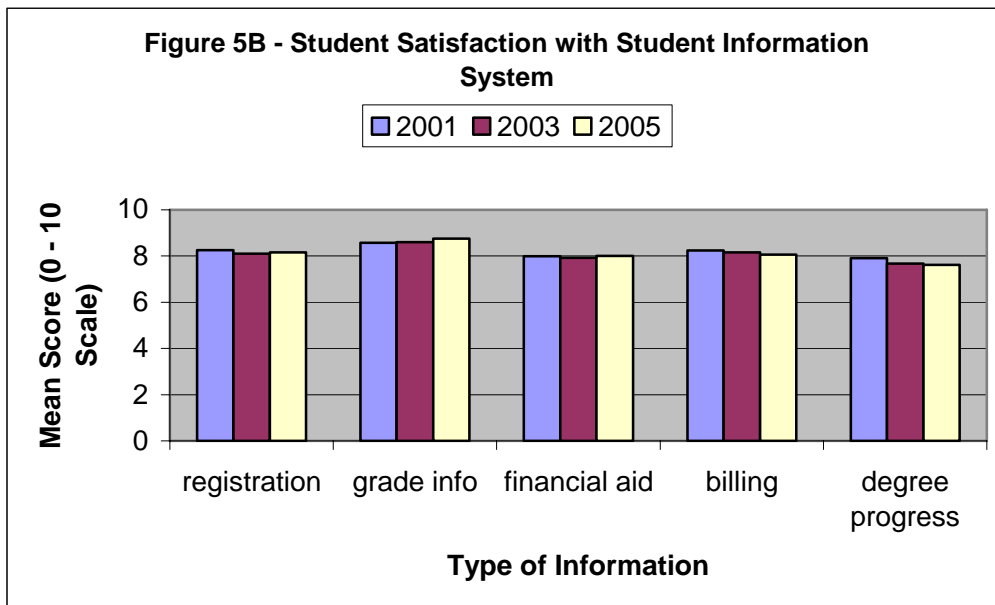
In 2002– 03, MOS reporting on CMS was modified to include implementation and ongoing operational costs in the expenditure data. In addition, CMS core functions, those common to all campuses, were distinguished from non-core functions (i.e. those unique to individual campuses). This year’s MOS retains that reporting convention.

Since the inception of the CMS initiative in FY 1998– 99, implementation expenditures for core functions total \$238.5 million. Operational costs for the same period were \$175.4 million. Non-core implementation expenditures amounted to \$7.9 million, and non-core operational costs were \$2.1 million.

User Findings

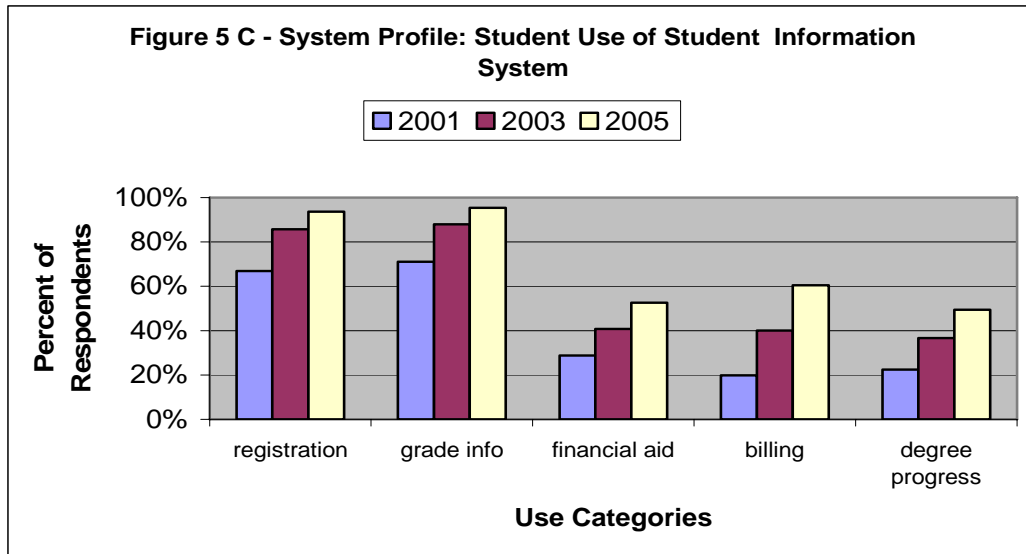
About 4 out of 10 CSU staff and administrators regularly use the campus student or financial information systems, and 3 out of 10 use the human resources information system. In 2003– 04, more than 8 out 10 staff working with human resources data used applications of the Common Management System/PeopleSoft information systems. For financial information, the portion of staff using CMS/PeopleSoft applications was two-thirds, and for student records, the CMS/PeopleSoft share was almost one-half (44 percent).

In the 2004 staff survey, satisfaction with campus administrative information systems, especially the CMS/PeopleSoft applications, was marginally positive with average ratings below seven (Figure 5B). Satisfaction with the administrative information systems has fluctuated with the transition from legacy to CMS/PeopleSoft applications. The chart below shows combined legacy system and CMS/PeopleSoft ratings for response time, ease of use, and information quality for each information system. Satisfaction ratings tend to go down during the first year of implementation, as occurred with the human resources and financial systems. With training and experience, ratings improve over time. The transition to the CMS/PeopleSoft student information applications began in 2003– 04.



The 2004 faculty survey showed that 63 percent of faculty had used the campus online information system to get student records for academic advising, but their satisfaction with the system received only a 6.21 rating. Only 12 percent of faculty had used the online human resources system to access personal information.

The following graph (Figure 5C) shows how students used student information systems in 2001, 2003, and 2005. There were substantial and statistically significant increases in use for all types of student administration information across the six-year period. CMS/PeopleSoft was available on only nine campuses in FY 2004– 05; therefore, usage data reflect a combination of both CMS and legacy systems.



Satisfaction with use of the student information systems was quite high among students over the entire six-year period. Mean scores for all five categories range between 7.62 and 8.75 on the 11-point scale.

It is important to note that satisfaction with new administrative applications that replace old ones, which have been in use for many years, is usually low initially. However, the satisfaction increases over time as users become more familiar with the features and functions of the new software.

Streamlining Information Technology Delivery

This initiative leverages the size of the CSU to contain costs and improve efficiencies for administrative operations and for the hardware operations and support services used for the CMS initiative. By reducing the number of administrative data centers that support campus administrative systems from 23 to 1, the CSU seeks to achieve economies of scale while maintaining quality of service to the campus communities.

To this end, a consolidated Hardware Operations and Support Services data center (HOSS) was established in June 2001. Unisys, under contract with the CSU, provides HOSS services from a data center in Salt Lake City, Utah. The HOSS data center is connected to the CSU through the CalREN inter-campus network. As of the end of FY 2004– 05, the HOSS data center was providing both CMS operational support and support for new development and/or application upgrades on 21 campuses.

A comparison model was developed to measure progress toward cost containment. The model compares actual costs for centralized data processing in support of the CMS with the estimated costs of separate processing on each CSU campus, taking into account differences in campus size and the number of applications implemented. The estimated aggregate costs of separate data centers on the 21 operational campuses are compared with actual HOSS expenditures. (Cost data from campuses in the initial developmental stage are not included in the model.)

In 2004– 05, an estimated cost avoidance of \$14.62 million was realized for the year (Figure 5D); the total was \$3.38 million in 2003– 04. The greater cost avoidance was primarily due again to planned lower costs for the Unisys data center and an increase in the number of campuses using the center.

