

INTRODUCTION

This introductory section will review the history of the Integrated Technology Strategy (ITS), identify emerging initiatives within that framework, and discuss the role of the Measures of Success (MOS) reports in documenting the progress of the ITS from 2000 to 2007.

Integrated Technology Strategy

Since the mid 1990s, the California State University has created its information technology environment under the aegis of the Integrated Technology Strategy (ITS). CSU leadership, particularly campus presidents, reacting to the emergence of digital technologies and the increased demand for student and faculty access to them, began planning to use information technology as a strategic resource to help CSU meet its goals and objectives.

Planning 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.

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 Measures of Success. Reporting about Student Friendly Services was discontinued in the 2004 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.

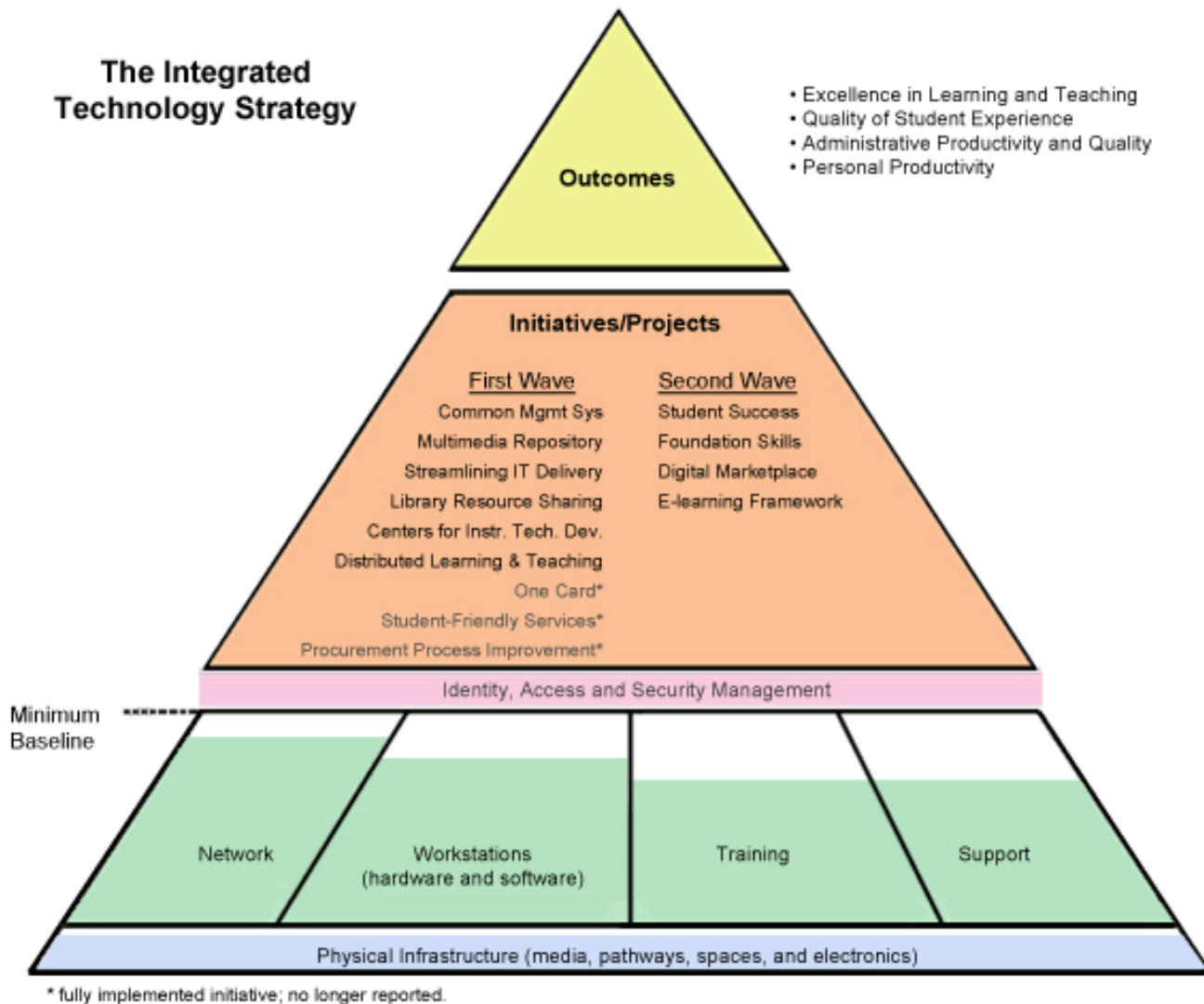


FIGURE 2A

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 was delivered in 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 more than 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. Since then, implementation of the construction phase of the infrastructure and the first phase of electronics installation is almost complete. The second phase of electronics refresh, called Infrastructure Terminal Resource Project Two or ITRP 2 has begun. The administrative initiatives to implement common human resources, financial and student administration systems are almost complete; and a centralized data center is fully implemented. Subsequently, with the technical and administrative enabling infrastructures in place, CSU leaders have made academic technology a major policy priority of the system. The goals of the original academic initiatives have largely been achieved, and the efficiencies mainstreamed. Second wave initiatives have been launched and are reflected in the revised ITS pyramid (Figure 2A).

Emerging Technology Initiatives

Three categories of initiatives illustrate the continuing evolution of the ITS: academic, information security and identity management, and accessible technology for disabled students. A series of second-wave academic initiatives, while not formally part of the metrics for this report, are discussed within the academic section. Progress on information security, identity management and accessible technology is described in the section on technology infrastructure.

As reported in 2005, the CSU presidents commissioned staff to investigate the information technology funding gap in the system. This gap occurred because of the changing nature of technology, the need to keep hardware and software refreshed, and fiscal constraints that have plagued California. The benefits of information technology made possible by the ITS can not continue to accrue to all faculty, staff and students, without closing these funding gaps. Towards that end CSU has negotiated funding for academic technology as part of the compact with the Governor. In 2007-2008, \$5 million for academic technology has been added to the CSU baseline budget. Additional funding for the academic initiatives is being negotiated with the state. In addition to supporting these new initiatives, CSU executives are committed to closing the gaps in the technical and administrative infrastructures that undergird the initiatives.

For more than a decade, the pyramid has been the iconic representation of the Integrated Technology Strategy (ITS). An additional pyramid for academic technology has been developed to illustrate the evolving nature of the ITS. This new pyramid (Figure 2B) shows the outcomes specific to academic technology, the initiatives in progress and, most important, the infrastructure required to support them. Some first wave initiatives from the ITS, such as Common Management System (CMS) and those focused on Excellence in Teaching and Learning have become institutionalized and now form part of the infrastructure for the new academic efforts.

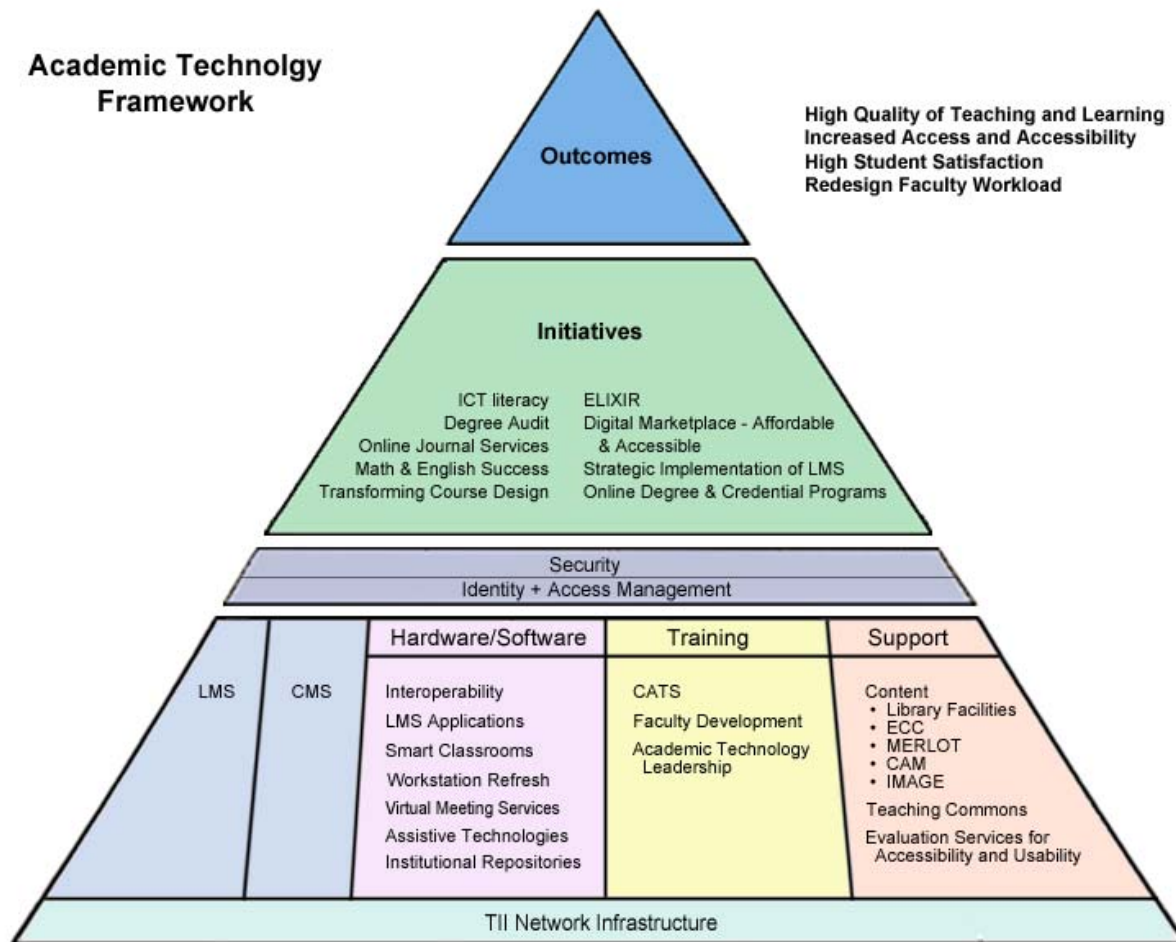


FIGURE 2B

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CSU will soon engage in two simultaneous processes associated with plans for academic technology expenditures. First, because the baseline concept served so well in developing the technical infrastructure, CSU will determine the baseline for a campus academic technology environment, so individual campus gaps can be identified. In addition, as this MOS series draws to a close (in fall 2008), CSU Chief Information Officers will be discussing how best to continue appropriate data collection to ensure that the university is both accountable for tax dollars and able to make data-driven decisions.

Measures of Success Reports

Measures of Success is the vehicle through which California State University informs the legislature about progress and benefits of the ITS. Annual reports are submitted each November; they began in 1999 and will conclude in 2008. This is the ninth report in the series and the seventh year in which changes to the baseline data (FY 1999–2000) are detailed. The data collected was for FY 2006–2007 and the term “to date” in the report refers to June 30, 2007.

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:

- ◆ 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

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-approved bonds 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 produce 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 format of the 2007 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.