



## ITS Strategic Plan - Quarterly Progress Report June 2023

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### **Goal 1: Empower**

#### **Objective 1: Student Success**

Enhance student success through the identification of, investment in, and implementation of technologies for student learning, collaboration, and career readiness.

#### **Quarterly Progress Report:**

A new video titled "Google Forms" was added to the Training Services Video Library. This new addition brings the number of on-demand videos on the Training Services Video Library webpage to 15 videos. A previously recorded training video, "Qualtrics Basics" was updated to reflect recent feature updates to the software.

The Learning-at-a-Distance course has been completed and the Training Services team is currently working on a training video that highlights the key points from the course. This video will be hosted on the Training Services Video Library webpage. Training Services will host live training sessions for students at the beginning of the fall semester. Training Services will also be training Mentors and Peer Advisors so that they can support the students they serve.

#### **Objective Progress Status:**

In Progress

#### **Objective 2: Professional Development**

Provide ongoing professional development to empower CSUSB faculty and staff in their enhancement of skills needed to optimize the effectiveness of their work.

#### **Quarterly Progress Report:**

O1: While ITS leaders have developed questions to help set up a standard Professional Development Plan and have proposed sharing a reporting spreadsheet, no action has been taken so far. The current budget contraction will impede achieving this objective.

O2: ATI with Faculty Development continues to offer Quality Online Teaching Programs and Next Generation Smart Classroom Cosynchronous Teaching Programs in Fall, Spring, and Summer. For AY 2022-2023, 34 quality asynchronous courses have been completed, with another 21 in progress. The estimated total for this year is 55, or 55% of target. For AY 2023-2024, we have 70 quality asynchronous courses under development, or 70% of target. For AY 2022-2023, we about 55 faculty working through the NGSC program, or 55% of target.

O3: Efforts to coordinate adding relevant items to existing IR surveys have not yet been successful. Achieving this objective cannot be accomplished until the survey data has been provided.

O4: While the TSC offers technology onboarding to staff, and ATI works with the FCE to offer Canvas onboarding, the status of this objective is unknown. ATI needs to work further on defining faculty technology onboarding.

O5: The HPCI Faculty Fellow visited the College of Arts and Letters (with seven department chairs) in first quarter 2023. To date in 2023, HPC Fellow Youngsu Kim has added three new faculty to the HPCP, thus having already met 60% of annual target.

### **Objective Progress Status:**

In Progress

## **Objective 3: Communication**

Provide proactive communication of ITS services, events, initiatives, and innovations, both internally to CSUSB faculty, students, and staff and to the broader Inland Empire region.

### **Quarterly Progress Report:**

The Technology Support Center is creating posts, reels, and stories on Instagram on a regular basis. Some of the postings are not directly ITS related; however, they are used to engage students, faculty, and staff and increase their interactions with our Instagram page in order to achieve the same engagement when ITS related content is posted. ITS content that has been posted includes Tech Talks, voting for the next Training Services training video to be recorded and posted on the Training Video Library website, free software downloads, campus 3D printing offered by ATI, SOAR, Cody Coyote figurines, the myCoyote app and prize giveaways. The TSC has looked to gain new followers by offering prizes in return for following our social media pages. The ITS leadership team have also begun dedicating time at their weekly meeting to discuss events, initiatives, and projects that need to be communicated by ITS. This gives the ITS leadership team the ability to collaboratively focus on communicating both the details and the foundational reasoning in ITS communications.

ITS has created a comprehensive multi-channel communication plan for the CHRS project that includes user-centric communications about change and impact. This plan includes emails, website information, townhalls, and other in person events. The goal is to provide timely and targeted information to the campus community about the benefits, changes, and impacts of the CHRS project and to provide a call to action for the campus community to ask questions and participate in relevant training opportunities. This plan will run through Fall 2024.

**Objective Progress Status:**

In Progress

**Objective 4: Accessibility**

Promote an accessibility-first mindset throughout the university.

**Quarterly Progress Report:**

ITS has made progress towards this objective by achieving several milestones. Previously, ITS websites were below the baseline for four, currently two of those indicators have been improved to “Established.”

The accessibility tool Ally is active in all CSUSB Canvas sites and all purchased LMS integrations have undergone ICT review for accessibility prior to acquisition. Based on work done, for the second quarter of 2023, aggregate Ally WYSIWYG score is 99.1%

The interim ATS coordinator continues to promote the Accessible Technology Center to the campus, including at the April 2023 Tech Talks Event, as well as continuing to provide accessible technology training (and related topics) to Technology Support Center staff as requested.

In addition, The Staff Development Center will conduct a survey to assess staff accessible technology knowledge before and after training; and the Ally program will be reinstated to encourage accessibility across the campus.

Some outcomes were impeded by the flood damage suffered to the campus, and ITS is working on overcoming these impediments to continue to work towards the objectives.

**Objective Progress Status:**

In Progress

**Objective 5: State-of-the-Art Technology**

Support the two campuses and the colleges in the equitable provision of state-of-the-art technology and equipment.

**Quarterly Progress Report:**

Technology Operations and Customer Support have completed several projects in regard to this objective.

Two older domain controllers have been removed, and the newer domain controllers have been upgraded to the 2022 version of their software. The functional level of the domain controllers has also been updated to enable new attributes and functionality of Microsoft Active Directory, End Point Manager, and Intune.

The design of the classroom silent alarm button has been completed. This new functionality will appear on each classroom podium whether the system is powered on or off. Once the silent alarm is pressed, the panel asks the sender to confirm. If confirmed, a notice is sent to University Police with the room and telephone number.

OnBase servers have been upgraded to 2016 and ITS is currently working with the vendor to upgrade the servers to 2022. This will enable the servers to remain up to date.

Established HP Printers for individual desktop(s), medium and large multi-function printers. These new standard printers will be placed on the standards page.

Standardizing new pre-built Dell computers. The team made up of college and ITS technicians have selected several Dell hardware configurations. With these new standards, CSUSB will be able to purchase more newer Dell hardware versus choosing to customize each computer.

**Objective Progress Status:**

In Progress

## **Goal 2: Transform**

### **Objective 1: myCoyote**

Improve the user experience, expand the functionality, and increase the awareness of the myCoyote portal and mobile app.

#### **Quarterly Progress Report:**

The myCoyote User Profile (MCUP) project is moving forward with the Applicant profile page as the priority. Digital Transformation is working closely with Admissions (Undergraduate, Graduate, International) offices, and ACUx to identify the necessary content and business flow for the page, as well as accessing the necessary PeopleSoft data points. A functioning mock-up has been developed and is used to share progress with collaborating departments.

ITS is simultaneously working on the development of the Student, Faculty, and Staff profile pages. ITS continued to present, get feedback, and fine tune the Student profile mock-up and documentation. Available faculty participants have provided input on the content and functionality they would like to have on their custom profile page.

Seven existing push notifications have been rewritten in the voice of Cody Coyote and submitted to ACUx for implementation. These messages are expected to be fully operational by Fall 2023. Some tutoring sessions are available in the Summer, and several push notifications will be sent to students who are enrolled in courses for which tutoring is available.

Digital Transformation is nearing the transfer of key responsibility for the Come and Get It! program which intends to provide the functionality to offer leftover food on campus to students through a real-time push notification via an opt-in channel in the myCoyote mobile app. We met with Basic Needs, Housing, ASI, Student Affairs, and SMSU to strategize. It was agreed that a group would be formed and primary authority over the program will go to Basic Needs. Digital Transformation and other ITS areas will remain involved with the program, providing technical support whenever and wherever needed. The Come and Get It! opt-in channel currently has 350 participants.

#### **Objective Progress Status:**

In Progress

### **Objective 2: Streamline Administrative Processes**

Lead the effort to streamline and consolidate widely utilized administrative processes and systems that represent overlap or duplicative efforts of the university to provide efficiency and an improved user experience.

#### **Quarterly Progress Report:**

Compliance and Cherwell teams met with campus stakeholders in January 2023 to demo the new CIA request form. Attendees were asked to provide input via survey. Go live was anticipated in April 2023 after upgrade of Cherwell. In March 2023, a presentation was made to ITGEC. CIA delegates, security administrators, and MPPs were informed of the CIA migration to Cherwell and have been sent training videos. Several training meetings were held with CIA delegates and Cherwell edits and adjustments were made. In May 2023, Phase II began with sprint edits and add-ons by the Cherwell team and by June 2023, the CIA form is almost complete with minor edits and additional input from stakeholders.

Initial conversations have begun about moving the ICT/HECVAT reviews into Cherwell although it became clear that the business process in Procurement needs to be improved prior because Procurement requires ICT/HECVAT reviews first before purchasing a system.

In collaboration with different departments across the campus, such as Administrative Computing & User Experience, Office of Institutional Research & Analytics, Technology Support Center, and the Staff Development Center, we are currently developing dashboards to monitor completion status on required training. This is being accomplished through building an integration between CSULearn (SumTotal) and Tableau. This would allow campus leadership a means to view the latest status and make informed decisions and strategies on achieving full compliance more efficiently.

In collaboration with the Office of the Registrar, an online form and workflow was developed for grade forgiveness. Grade forgiveness is an academic policy that allows students to repeat a course in which they have earned a C- or below to improve the grade earned in the course. The policy removes the grade from the GPA calculation once the course is repeated, but the grade stays on the transcript with a discount notation.

In collaboration with the Office of Admissions, a “Welcome Back” application form for returning students was developed. This process is delivered from the Chancellor’s Office and is designed to reduce the administrative burden on students and staff. The form streamlines the reapplication process and utilizes self-service. It also builds on a student's existing record, minimizing the administrative steps of a student's return to the CSU. The Welcome Back Form allows students to skip the CalState Apply application and instead use the form to apply for readmission.

**Objective Progress Status:**

In Progress

**Objective 3: Campus-wide Solutions**

Lead the effort to adopt a culture of taking a campus-wide, holistic, and systematic perspective when implementing information technology solutions that perform functions or offer services common to business units on campus.

**Quarterly Progress Report:**

The Campus Appointment Solution has begun its deployment at CSUSB. After completing the procurement process at the beginning of the year, ITS completed the technical implementation in partnership with the vendor. Three departments were identified to take part in the pilot implementation, and the ITS team has been working closely with those groups to help build the capacity to scale the solution to the rest of campus. The Campus Appointment Solution has also been made available to a pilot group of individual to begin offering appointment solutions for individuals as well. This work is expected to continue and rapidly deploy to the entire campus in the coming year.

**Objective Progress Status:**

In Progress

**Objective 4: Data Fabric**

Construct a data fabric that will better connect producers and consumers of CSUSB information across systems through a flexible, reliable, and dynamic architecture that complies with security and data governance standards such as General Data Protection Regulation.

**Quarterly Progress Report:**

SAS provided an excellent Data Governance workshop for our campus over three days, May 17, 18, and 19. The workshop provided with a broad overview of data governance and how it might look at CSUSB. SAS provided guidance on how to continue forward with current programs, and provided a plethora of information on where we need to focus and improve. One outcome was the determination that the existing Institutional Data Team (IDT) should examine its charge to ensure it includes the formation of policies around data governance. IDT should outline the data governance program objectives, guiding principles, and become the primary decision-making body for data governance at CSUSB.

Along with this effort are developments in creating and expanding on a data dictionary, something that ACUx began nearly a year ago. The Data Justice League of CSUSB has begun an exercise of defining our domains and sub domains. This activity will culminate in breakout groups that will focus on a particular domain as well as document metadata from the program, business, and technical aspect. These activities are building the foundation of strong data governance, quality assurance, and standardization.

**Objective Progress Status:**

In Progress

## **Goal 3: Innovate**

### **Objective 1: Digital Literacy Pipeline**

Lead in the creation of a digital literacy pipeline from feeder schools into CSUSB to generate bridge experiences for prospective students.

#### **Quarterly Progress Report:**

The first step in the Digital Literacy Program is reaching out to local high school principals to solicit feedback. Three letters have been sent to the principals of the high schools closest to CSUSB.

ITS is waiting on responses from these principals, so that a plan can be formulated based on their feedback.

The three principals are:

**Principal Anna Sosa, San Bernardino High School**

**Principal Teenya Bishop, Cajon High School**

**Principal Natalie Raymundo, Pacifica High School**

Dear Principal,

I am writing to you today to discuss the importance of digital literacy in our rapidly advancing technological world. High schools play a critical role in preparing students for their academic and professional futures, and digital literacy is a key component of that preparation.

As you may know, many of the incoming freshmen to California State University, San Bernardino (CSUSB) struggle with digital literacy skills. To better prepare these students we want to develop a strategy to assess their current level of digital literacy and implement plans for improvement. The Information Technologies Services Department at CSUSB (ITS) has made part of its Strategic Plan to increase the level of digital literacy for incoming freshmen. I am reaching out to you for an opportunity to meet and learn more about your current digital literacy programs and how we can work together to align our efforts.

Assessing the current level of digital literacy among your students is the first step in developing a regional baseline understanding of digital literacy. This can be done through surveys, assessments, or other forms of data collection. With this information, we can better understand where your students' strengths and weaknesses lie. I am looking forward to meeting and working with you and your team. Together we can work to improve our digital literacy programs accordingly.

Digital literacy is an essential skill for students to succeed in today's world. By evaluating and improving current digital literacy programs, we can better prepare students for their academic



and professional futures. I look forward to collaborating with you to ensure the success of our future students.

Staff are also taking courses in Teaching for XR. Victory XR has worked with CSUDH to create a virtual University.

[https://www.victoryxr.com/metaversity/?gclid=Cj0KCQjwt\\_qgBhDFARIsABcDjOf3XxOVTmDm6LjJWbNsS5ekGUEYXn\\_tiFVNaemoy5R3AMU56wGeJJcaAgPuEALw\\_wcB](https://www.victoryxr.com/metaversity/?gclid=Cj0KCQjwt_qgBhDFARIsABcDjOf3XxOVTmDm6LjJWbNsS5ekGUEYXn_tiFVNaemoy5R3AMU56wGeJJcaAgPuEALw_wcB)

ITS staff, along with a team of faculty are already working on a program to overhaul the current course that students are taking when they first come to CSUSB. The course is not currently mandatory for the students.

**Objective Progress Status:**

In Progress

**Objective 2: Users First**

Employ design thinking principles and methods and user-responsive processes in all aspects of technology adoption.

**Quarterly Progress Report:**

ITS has adopted the Lean Six Sigma methodology for its user-centric process improvement efforts. Several ITS staff attended the UCSD Process Palooza event and obtained a Yellow Belt certification in the Lean Six Sigma Methodology. ITS is partnering with Procurement and Contracts to redesign the procurement process to be more user-centric, time-sensitive, and consistent.

The EDUCAUSE workshop titled "Design Thinking in Higher Education" was attended by ITS staff. At the workshop there were several valuable lessons that can be applied to CSUSB. A presentation for ITS Leaders to start adopting Design Thinking principles is in the making. A pilot project for using Design Thinking will need to be identified.

**Objective Progress Status:**

Planning

**Objective 3: Immersive Learning Spaces**

Foster and support faculty and students' co-creation of innovative hybrid learning spaces and experiences to address the post-pandemic instructional needs of faculty and students at both campuses.

**Quarterly Progress Report:**

The "CSUSB XR Cookbook"

The VR Cookbook is a valuable resource that provides faculty with the necessary knowledge and skills to effectively teach using XR (Extended Reality) technologies. By integrating cutting-edge technologies into the learning process, the XR Cookbook provides faculty members with the tools to offer their students an unparalleled educational experience.

**360-Degree Panoramas:** The inclusion of 360-degree panoramas allows faculty members to create immersive learning experiences for their students. 360-degree images provide them with a realistic and engaging visual context for their lessons. This enhances understanding and promotes active learning.

**AR + 3D Modeling:** The XR Cookbook's integration of Augmented Reality and 3D modeling encourages faculty members to visualize abstract concepts and make them more tangible for students. Educators can use AR overlays and virtual objects to enhance their explanations, making complex ideas more accessible.

**VR Technology:** Using VR technology, faculty can design virtual environments and scenarios where students can explore and apply their knowledge.

**Motion Capture Technology:** This technology enables faculty to capture their own movements or those of subject matter experts and incorporate them into virtual learning experiences. By using motion capture, faculty members can provide students with realistic demonstrations.

By utilizing the resources and knowledge provided in the VR Cookbook, faculty members can transform their teaching methods and engage students in an interactive and immersive learning journey. The VR Cookbook empowers educators to create dynamic and effective XR-based lessons that prepare students for the future.

This project will be completed at the beginning of August 2023.

### **Objective Progress Status:**

In Progress

## **Objective 4: Personalized, Context-aware Communication**

Harness big data and algorithmic personalization to provide context-appropriate, role-specific, targeted information to the campus community to increase the effectiveness of campus information flows.

### **Quarterly Progress Report:**

CY2 messaging platform is now going through technical implementation. The technical team is completing the configuration and creating the message templates for the existing and newly requested use cases. Implementation will enhance the current myCoyote portal messaging functionality to provide more personalized, timely and relevant information to students. Students will be assisted with staying on track and motivated by reminding them of important deadlines and tasks they need to complete. The transition should be complete by Fall 2023.

All 7 automated, personalized push notification messages have been rewritten in the voice and character of Cody Coyote. These will be fully implemented before the beginning of the Fall 2023 term. Topics include registration appointments, holds applied and removed, tutoring, and required Title IX training.

**Objective Progress Status:**

In Progress

**Objective 5: CSUSB Virtual Connection Hub**

The focus of Year 1 was to create the infrastructure on which the virtual connection hub will be built. The objectives create for year 1 proved to be too ambitious, given the state of the existing technologies and the time it takes to 3D model the campus with only one 3D modeler.

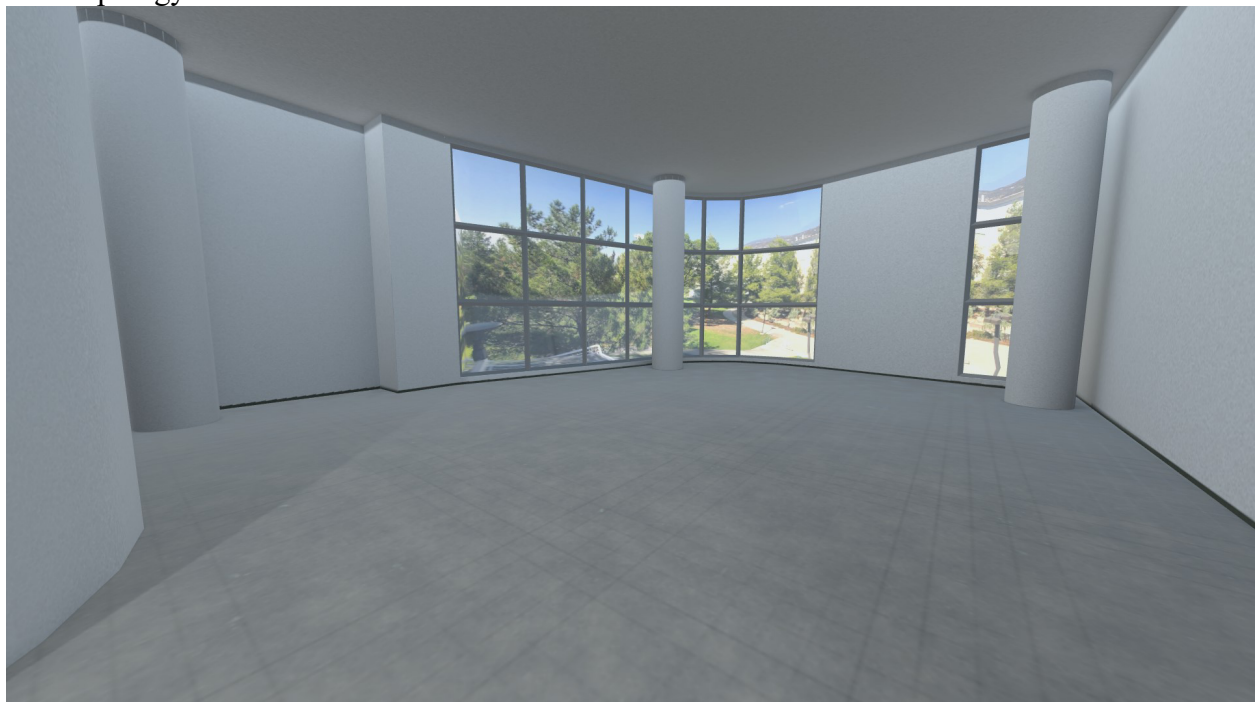
ITS was able to complete several projects related to this objective.

In terms of digitizing relevant campus assets, ITS was able to document all public places on campus with 360-degree photography, obtain floorplans and reconstruct all buildings with 3D modeling.

For the San Bernardino campus, all 360-degree photos done, and 3D modeling of the buildings is 50% completed.

Here are some examples:

Anthropology museum



xREAL Lab



## LatinX center



For the Palm Desert Campus, all 360-degree photos have been taken and floor plans obtained.

ITS will need to hire two more 3D modelers to complete the process.

For objectives related to researching, evaluating, and selecting the platform on which the virtual connection hub will be built, ITS conducted demos with two main providers of commercial platforms for virtual campus twins: Mozilla Hubs and Engage/Victory XR. None of them serve our needs.

ITS would like to conduct a demo with Horizon Worlds, Meta's platform, but the platform is not fully developed yet.

The best solution found involved a different approach: using the application Pixel Streaming to run the virtual world built in Unreal Engine on a server in the cloud and stream the rendered frames on the users' devices.

There is, however, the possibility that current work could be rendered obsolete by Apple's platform next year.

The next steps taken will involve quotes for the Azure server.

In addition, the programmer best suited to work on this project is currently employed as an emergency hire, it is vital that ITS finds an employment solution that retains this valuable programmer.

Design the virtual world is an outcome that has not yet been started.

ITS is investigating the possible purchase of Amazon credits to find an asset storage/collaboration solution. However, if frame.io gets adopted, that would solve all the division's needs.

ITS is making progress in terms of creating a VR headset lending program for faculty. Discussions with the library are taking place.

Progress is also being made when it comes to gaining buy-in from campus stakeholders. Two faculty fellows have been identified as potential ambassadors.

### **Objective Progress Status:**

In Progress

## **Objective 6: IT for the Public Good**

Create innovative forms of community outreach and partnerships for providing technology training to the larger community to close digital equity gaps in the region.

### **Quarterly Progress Report:**

CSUSB hosted and participated in many conversations and efforts to advance the state of technology in our region. This included hosting a Broadband Equity, Access, and Deployment meeting on campus in partnership with the California Department of Technology and the California Public Utilities Commission. This conversation was designed to hear from our region about the challenges and opportunities presented for the deployment of technology in the Inland Empire through the federal infrastructure legislation. The event drew a large crowd of elected officials, NGOs, local government employees, and underrepresented populations.

CSUSB also participated in a virtual technology summit hosted through the County of San Bernardino. The topic was specifically on the importance of broad technology adoption and literacy as it relates to the future of work, education, and healthcare.

**Objective Progress Status:**  
In Progress