# ITS Strategic Plan - Quarterly Progress Report
# March 2023

# Goal 1: Empower

## Objective 1: Student Services

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 "Jabber Tutorial" 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 14 videos.

After significant work in reducing the course load and course duration, the Learning-at-a-Distance course is scheduled to be completed on April 3, 2023. After they have completed their own training, Training Services staff members will host training sessions for students. In addition, Mentors and Peer Advisors will also receive training in order to better support the students that they assist. Making the course mandatory starting in Fall 2023 has also been discussed.

**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: ITS leaders have created a new Professional Development Plan form to help staff envision career goals and next steps toward achieving them.

O2: ATI continues to make good progress on offering the listed programs; to address somewhat decreased participation in Fall 2022, ITS leadership is meeting with Academic Affairs leadership to plan stimulation.

O3: Leaders need to meet to plan and create survey concerning this objective.

O4: Leaders need to set meeting with HR counterparts to plan onboarding so that this objective can be met.

O5: The High Performance Computing (HPC) Program Fellow and ATI leadership recruited a new faculty project in the fourth quarter 2022; CSUSB is a sub-recipient of a $1.2 grant, part of which will go to develop greater support for HPC faculty; the HPC Program Fellow continues to visit college and department meetings, and presented a seminar on HPC projects in the Faculty Development program.

**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 ITS Marketing & Communication team has started to meet and is working on building the foundation upon which a communications strategy can be built. The work is beginning with identifying communication channels and partners, as well as the regularly repeated messages needed from ITS.

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.

**Objective Progress Status:**
Planning

# Objective 4: Accessibility
Promote an accessibility-first mindset throughout the university.

**Quarterly Progress Report:**
During the fourth quarter of 2022, ATI hired an Interim Accessible Technology Services Coordinator. Since being hired, the coordinator is actively working on plans to achieve our Strategic Plan's accessibility outcomes.

**Objective Progress Status:**
Planning


# 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:**
During this quarter, several divisions within ITS, including the Technology Support Center, Technology Operations and Procurement Teams have been moving meaningfully towards creating new IT Standards. Feedback from the procurement team has also led to a change in the standards pages. These pages will now be placed behind the Single Sign On (SSO) page. By requiring myCoyote credentials to access this system, ITS can address privacy and security concerns.

Based on discussions in our Technology Advisory Group and the newly renamed IT Standards Group (formerly known as Standard Operating Procedures), a foundation has been laid for the base webpage design, and now work can commence.

A team made up of all college and ITS techs meets once a week with the Director of Technology Operations and Customer Support to collaboratively build out and share knowledge on Microsoft AutoPilot and Microsoft InTune. Significant advancement in our migration to Modern Device Management has been made during this quarter. The team has created a new 2022 Windows Print Server. This will enable printer drivers and printers to be pushed to specific users and enable printing on or off campus.

The library IT team worked hard to provisional all student loaner laptops on this new InTune. The work to clean, image and issue all 700 laptops in Fall semester was a significant amount of work for the team. During the Spring semester, using AutoPilot and InTune, the same work only took minutes and resulted in an exponential increase in the speed of deployment of these devices to students.

In addition, the Library conducted a student feedback survey on the laptops. The responses pointed toward some laptops having battery and performance issues. This survey was used to generate additional Vital and Expanded Technology Initiatives proposals to increase the pace to remove aging and underperforming technology.

ITS has created a new Standards site at the following url -https://www.csusb.edu/its/standards.
The hardware standards, which take into account customer feedback, is located here:
https://www.csusb.edu/its/standards/hardware

**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:**
On February 27, 2023, the Graduation One-stop page was launched. Students with a grad check filed were able to see a new tile that leads them to a new dynamic page that shows them everything they need to graduate and/or participate in the commencement ceremony. Notifications were sent out on March 1, notifying students that they could register for a commencement ceremony. Additionally, approximately 800 students were sent notifications that they are to receive university honors, something that is also reflected on their graduation profile page.

Regular bimonthly meetings with ASI have been reestablished. Projects influencing myCoyote, including push notifications and the chatbot, are discussed. ASI is providing guidance and input on several initiatives, including the student profile.

Work has begun on another personalized profile page for applicants. We have been meeting with admissions groups from around campus to collect their needs and a mockup should be complete by our next quarterly report.

**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:**
The enterprise appointment solution, ConexEd, has been procured and our first implementation project kick-off meeting was on February 14, 2023. Members of Digital Transformation were given access to the system. A series of meetings has already begun to identify those groups and individuals who would like to become early adaptors. Other groups are meeting with us to determine how and when they might best use the new appointment system. We will meet with each early adopter to take a deep dive into the system and set it up according to their needs. Presentations of the system were given to ITGEC and the Faculty Senate Executive Committee. Members of ASI, with whom we met, were extremely excited about the prospect of a universal system for making appointments, since they frequently find it difficult to know how and with whom to make appointments.

The current process of submitting and managing the CIA processes has been thoroughly examined by the TSC's Enterprise Service Management team. Several discovery sessions took place to understand the current system, required service efforts, and the pain points each group experiences. ESM then had meetings with the same group to discuss and understand and Ideal state. The outcome of these meetings produced a statement of work (SOW) that was agreed upon by all stakeholders. Currently work is well underway to develop a more efficient process in the Enterprise Service Management system (Cherwell).

**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 successfully completed its evaluation period, and is now moving into the next phase, which is the procurement process. In looking forward to the next phases, ITS is working on the creation of a project charter and putting together a team that will steer implementation of the Campus Appointment Solution.

In gathering feedback, many individuals have expressed the need for a Request for Partnership process and this request is being investigated.


**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:**
The Data Fabric Team, known as the Data Justice League @ CSUSB, had their first bimonthly meeting. Attendance was excellent, with 22 of the 25 invitees attending. This group includes 4 faculty members and 1 student.
The Data Fabric Team is working with SAS, a higher education data management company that will provide us with a free, three-day workshop to give us structure and purpose. The topics of the workshop will include Data Governance, data challenges, business impacts, stewardship, and lifecycle. The Data Fabric Team is looking forward to SAS providing us with well-needed

guidance and actionable items. Attendees to the workshop are being finalized and the workshop is currently scheduled for April 2023.

**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 involves reaching out to local high school principals. Three letters have already been sent out, and these letters will be used in ITS' creation and implementation of the Digital Literacy program.

The letters were sent to the following recipients:
> **Principal Anna Sosa, San Bernardino High School**
> **Principal Teenya Bishop, Cajon High School**
> **Principal Natalie Raymundo, Pacifica High School**

The letter reads as follows:

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.

**Other work in Digital Literacy:**

A team of faculty members have begun working with ITS staff members in an effort to overhaul the current University Studies course that is offered to first year students. Currently, this course is not mandatory, but ITS has a goal to develop a course that will provide a solid foundation in digital literacy for incoming 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:**
The EDUCAUSE pre-conference workshop titled "Design Thinking in Higher Education" was attended by ITS staff. At the workshop, ITS staff were presented with were several valuable lessons that can be applied to CSUSB.

ITS is in the process of developing a presentation for ITS Leaders to start adopting Design Thinking principles. In addition, ITS has identified the need to create a pilot project for using Design Thinking.

Additional thought is being given to integrating Design Thinking, Change Management, and Lean Process Improvement processes into a comprehensive approach to putting ITS' customers first.

**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:**
Virtual University

The xREAL Lab is evaluating the virtual Frame VR for developing a virtual learning space within the Metaverse. This begins with looking to the model created by the Victoryxr company when developing a virtual university, which can be accessed at the following url - https://www.victoryxr.com/metaversity/ Details and description of the Victoryxr process can be seen here - https://www.victoryxr.com/our-process/

ITS is also exploring other platforms that could serve as the backbone of a virtual university. One can be seen here - https://learn.framevr.io/

In terms of virtual campus spaces, ITS is working to develop a virtual space that mimics that 1st and 2nd floor of the Pfau Library.

The arena project is currently on hold, due to challenges involving wiring and contractors.

The Virtual SBS museum has been created, and plans can be found at the following url – https://sketchfab.com/3d-models/csusb-anthropology-museum-bcb382530b5e4cfdb965baf9f75a1988

ITS is in the process of recording 360-degree images of all campus classrooms. The content will be uploaded to Momento360 for image storage and distribution.

To assist the CSUSB community, ITS staff members are taking a course in Teaching for Extended Reality (XR).

Some inspiration has also been taken from the creation of a virtual university that stemmed from the partnership between the Virtual XR company and CSU Dominguez Hills.

https://www.victoryxr.com/metaversity/?gclid=Cj0KCQjwt_qgBhDFARIsABcDjOf3XxOVTmDm6LjJWbNsS5ekGUEYXn_tiFVNaemoy5R3AMU56wGeJJcaAgPuEALw_wcB

**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:**
The procurement process for the CY2 messaging platform is complete. ITS is in the process of scheduling the first meeting concerning implementation. ITS hopes to fully transition to CY2 by Fall 2023.

Close examination of all push notifications is underway. Digital Transformation is currently rewriting messages into the voice of our mascot, Cody Coyote. Next, the newly written messages will be sent to Strategic Communication for review, followed by a review and feedback from ASI and the Student Success Technology Team.

Two automated messages for students who are enrolled in courses for which tutoring is offered on campus have been sent out this Spring term. One final message about tutoring will go out this term during the 13th week of classes.

**Objective Progress Status:**
In Progress

# Objective 5: CSUSB Virtual Connection Hub
Create a personalized digital space where campus members, industry partners, other campuses in the California systems, and the larger CSUSB community can learn from each other and showcase educational tech applications to address the professional development needs of the campus community.

**Quarterly Progress Report:**

**Objective Progress Status:**
Not Started

# 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:**

**Objective Progress Status:**
Not Started