



# CALIFORNIA STATE UNIVERSITY SAN MARCOS **A UNIFIED TECHNOLOGY STRATEGIC PLAN**

2018-2023 | [WWW.CSUSM.EDU/ITSTRATEGICPLAN](http://WWW.CSUSM.EDU/ITSTRATEGICPLAN)



## INNOVATE, ENGAGE, CONNECT & INFORM

### **A UNIFIED STRATEGIC PLAN FOR CSUSM**

Technology trends are impacting society, shaping perspectives, and shifting expectations. Technology has become core to our life experiences, and our daily immersion in technology is continually changing perceived needs and service expectations. This digital future will not only be electronic versions of paper processes, but potentially new methods, which may be entirely different and will require services that are highly efficient and secure. As

we look forward, students in particular will expect institutions to provide services uniquely suited to their academic needs and services that are digitalized and available beyond traditional service delivery methods. These changing expectations and perceived needs will lead to the adoption of new technology-supported applications providing capabilities that will make the university more efficient and productive.

## OUR PLAN

To address these challenges, in 2017 California State University San Marcos (CSUSM) conducted a comprehensive and thoughtful campus-wide process to develop a new unified Technology Strategic Plan. The following plan establishes CSUSM's technology vision and framework that will guide the university's IT environment and adoption of new technologies, systems, and services over the next five years. While the technology landscape is complex and changing, this plan outlines how CSUSM will innovate, engage, connect, and inform our decisions and ensure alignment of information and technology to the needs of the campus community.

CSUSM's Technology Strategic Plan is an aspirational framework and living document. This plan and the supporting structures will be continually referenced, reviewed, and updated. All units across the campus are encouraged to use this document as a context for evaluating technology investments and executing plans that are in alignment with the goals and strategies outlined. This plan should be used to aid in the development of divisional and unit level technology plans.

### THEMES, GOALS & STRATEGIES

The following document outlines the Unified Technology Strategic Plan for CSUSM. This document includes four plan themes, eight goals and twenty-four strategies. The IT Strategic Plan website ([www.csusm.edu/itstrategicplan](http://www.csusm.edu/itstrategicplan)) has additional supporting materials showing the alignment of each of the strategies to the campus' strategic plan, our process themes and trends, and a list of current and proposed projects.

## OUR THEMES

### INNOVATE

We innovate through the exploration and adaptation of new academic and administrative technologies that meet the needs of our current and future faculty, staff, students, and the needs of a dynamic and evolving campus.

### ENGAGE

We inform, educate, and advance knowledge through technology platforms that promote critical thinking, develop communication skills, and create personal engagement.

### CONNECT

We provide technology services that bring together students and their university, support faculty scholarship, and facilitate administrative services.

### INFORM

We maintain a secure, high quality, and data-supported decision-making environment through technology resources and systems that promote institutional effectiveness and student success.



# INNOVATE

We innovate through the exploration and adaptation of new academic and administrative technologies that meet the needs of our current and future faculty, staff, students, and the needs of a dynamic and evolving campus.

## GOAL 1 ENSURE AN ADAPTABLE AND SUSTAINABLE TECHNOLOGY ENVIRONMENT

- 1.1** CSUSM continuously improves, deploying new systems, services, and strategies that improve efficacy and operational efficiency.
- 1.2** CSUSM delivers service excellence, meeting evolving needs and expectations.
- 1.3** CSUSM uses resources sustainably, leveraging fiscal and personnel resources through continuous training and adaptation.

## GOAL 2 DEVELOP A SEAMLESS AND PERSONALIZED EXPERIENCE FOR EACH CAMPUS COMMUNITY MEMBER

- 2.1** CSUSM enables a mobile experience, providing universal access to services and resources.
- 2.2** CSUSM rethinks processes and services, utilizing technologies that are personalized and paperless to serve the digital world.
- 2.3** CSUSM fosters student success, adopting accessible systems and services that support retention and timely progress to degree.

# ENGAGE

We inform, educate, and advance knowledge through technology platforms that promote critical thinking, develop communication skills, and create personal engagement.

## GOAL 3 CONSULT WITH CAMPUS STAKEHOLDERS TO DELIVER TECHNOLOGIES THAT ENHANCE LEARNING AND WORKING EXPERIENCES

- 3.1** CSUSM engages campus constituents, integrating intuitive technology with customer-centric services, learning tools, and campus involvement.
- 3.2** CSUSM encourages life-long learning, expanding knowledge, inspiring confidence, and developing proficiencies through training and professional development programs.
- 3.3** CSUSM champions the adoption of new technologies, through differentiated learning opportunities and one-to-one guidance.

## GOAL 4 PROVIDE DYNAMIC VIRTUAL AND PHYSICAL SPACES THAT EFFECTIVELY SUPPORT THE CAMPUS

- 4.1** CSUSM transforms learning & working environments, exploring technologies that support faculty pedagogy and student learning, provide equal access, and create effective working areas.
- 4.2** CSUSM commits to modern technology, balancing fiscal sustainability with priorities for technological currency.
- 4.3** CSUSM responds to unique needs, deploying discipline-specific technology in classroom, research, and laboratory spaces.





## CONNECT

We provide technology services that bring together students and their university, support faculty scholarship, and facilitate administrative services.

### **GOAL 5 EMBRACE EMERGING TECHNOLOGIES TO BUILD COMMUNITY AND STRENGTHEN COLLABORATION**

- 5.1** CSUSM transcends organizational boundaries, using common platforms and systems that promote campus-wide collaboration.
- 5.2** CSUSM expands access to instruction, increasing the use of affordable instructional materials that align with the needs of students who are always connected and always online.
- 5.3** CSUSM connects people, enhancing community by facilitating meaningful communication.

### **GOAL 6 FACILITATE CONNECTIONS THAT PROMOTE DISCOVERY AND KNOWLEDGE**

- 6.1** CSUSM strengthens research and scholarship, supporting evolving fields of interest, changing methodologies, and collaboration.
- 6.2** CSUSM cultivates the exchange of ideas, facilitating dialogue and collaboration through diverse channels of communication.
- 6.3** CSUSM unites a digital campus, delivering timely, convenient, and personalized communications that connect the community to relevant information and resources.

## INFORM

We maintain a secure, high quality, and data-supported decision-making environment through technology resources and systems that promote institutional effectiveness and student success.

### **GOAL 7 SUPPORT INFORMED DECISION-MAKING WITH INTEGRATED AND RELIABLE DATA**

- 7.1** CSUSM guides decision-making, using computing platforms and services that help to analyze, inform, and guide strategies.
- 7.2** CSUSM integrates quality data, providing a secure, reliable and accessible information repository.
- 7.3** CSUSM extends data analysis, deploying self-service tools that enable independent inquiry and facilitate actionable insights.

### **GOAL 8 ENSURE PRIVACY AND PROMOTE SECURITY THROUGH TRANSPARENT AND RESPONSIBLE USE OF DATA AND SYSTEMS**

- 8.1** CSUSM values privacy and security, balancing the security of information with appropriate access and compliance.
- 8.2** CSUSM adapts to changing requirements, providing ongoing security awareness training, proactively securing systems, and effectively governing data.
- 8.3** CSUSM uses data responsibly, committing to transparency and public disclosure.

# OUR GUIDING PRINCIPLES

## THE TECHNOLOGY LANDSCAPE FOR CSUSM

These guiding principles reflect the collective views and expectations of our technology support culture and how the organization conducts its business. It encompasses our beliefs and will guide our implementation of this Plan in all circumstances, irrespective of changes in goals, strategies or type of work. These principles are a core element of the Plan, as they serve to create and communicate to everyone what is important within the Technology Landscape of CSUSM.

In order to implement this plan, CSUSM will, **LEAD** technology initiatives for positive change, **ALIGN** technology initiatives to leverage the best technology today and tomorrow, **NAVIGATE** the complexities to identify solutions tailored to the needs of the

campus community, **DELIVER** a reliable and secure environment that maintains operational integrity and a stable environment, **SUPPORT** the campus community by responding in a timely and efficient manner, **COMMUNICATE** with campus stakeholders on technology projects, decisions, needs and resources, **ACCOMPLISH** stated outcomes through transparent decision-making and effective utilization of campus resources, **PARTNER** with campus and CSU colleagues to build upon common needs and seek collaborative outcomes, **ENSURE** a proficient and diverse IT workforce built upon the teamwork, collegiality, and competence of our people.



# OUR PROCESS

## INPUT PROCESS AND THEME DEVELOPMENT

The development of this plan required an input process that was more thorough than any technology strategic planning process previously used by CSUSM. Our process included twenty-two (22) formal campus focus groups that gathered thousands of comments from over 500 faculty, staff, and students. Sessions were conducted with all divisions and colleges, with additional feedback collected via classroom visits and open forums. Additionally, the Technology Policy & Advisory Committee (TPAC-a standing committee of the Academic Senate) engaged in an in-depth review process and provided input that is reflected throughout this plan.

This process provided a rare opportunity to engage in a wide-ranging dialog on over 40 trends and themes, of which, 20 became part of the formalized session presentations. During each session, participants were asked to identify strengths, deficiencies, needs and expectations for campus IT services, considering both internal needs and external influences, including the 20 technology trends, and were asked to capture any additional ideas or innovations. Participants were polled at the end of each session on the trends they felt would have the most impact on CSUSM. The table above lists the top ranked themes by constituent group.

Overall feedback received during the sessions included many references to CSUSM having a strong technology background as a campus and innovative culture. Due to the Technology Refresh Program, participants noted CSUSM's history of providing appropriate computing technology and there was a strong connection expressed as to a preference for the in-person IT service delivery model. Additional perspectives highlighted the general feeling that technology is changing fast, creating points of disconnect, and is having some negative impacts. Overall, community members expect CSUSM to keep up technological advances within an appropriate framework. For instance, CSUSM does not want to see technology driving pedagogy. Our plan addresses the needs of the campus by providing the guidance and the structure for communicating the achievements of these vital technology initiatives.

## TRENDS AND THEMES POLLS

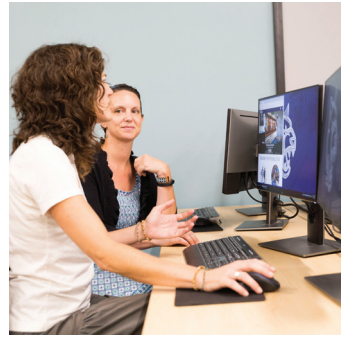
### Faculty and Staff

- 1 Supporting Research
- 2 Personalization
- 3 Security and Privacy
- 4 Data Analysis and Decision Making
- 5 Technology Enhanced Classrooms
- 6 Digitalization
- 7 Mobile First Perspective
- 8 Focus on Customer Service

### Student

- 1 Supporting Research
- 2 Personalization
- 3 Security and Privacy
- 4 Virtual Reality
- 5 Digitalization
- 6 Technology Enhanced Classrooms
- 7 Mobile First Perspective
- 8 Next Generation Learning Environments





## TECHNOLOGY STRATEGIC PLANNING TEAM

### CAMPUS WORKING GROUP AND STRATEGIC CONSULTING

**Katie Chappell**, Sr. Digital Media and Engagement Strategist  
University Advancement

**Jeff Charles**, Associate Professor, History  
Faculty Representative

**Jennifer Fabbi**, Dean, Library  
Academic Affairs

**Noah Gilbert**, Data Administration and Analytics Lead  
IITS Staff Representative

**Scott Hagg**, AVP, Enrollment Management  
Student Affairs

**Penny Lanese**, Identity Management Account Technician  
IITS Staff Representative

**Margo Lopez**, Director, Systems Integration  
Strategic Planning Working Group

**Kevin Morningstar**, IITS Dean and Chief Information Officer  
Chair, Strategic Planning Working Group

**Diane Petersen**, Exec Director, Enterprise Applications & Analytics  
IITS Leadership

**Katy Rees**, AVP, Administration  
Finance & Administrative Service

**Jen Roberts**, CEO Difference Consulting  
Strategic Planning Working Group

**Cameron Stevenson**, Assistant Director, IP&A  
Staff Representative

**Thomas Swanger**, PeopleSoft Solutions Manager (Retired)  
Strategic Planning Working Group

**Barbara Taylor**, Director Academic Technology  
Strategic Planning Working Group

**Sarah Villarreal**, AVP Community Partner Outreach  
Community Engagement

**Jennifer Williams**, Chief of Staff and AVP Campus Climate  
Office of the President

#### ABOUT THE WORKING GROUP

The Technology Strategic Planning Working Group (TSPWG) analyzed the data collected throughout the campus engagement process and synthesized the themes, goals, and strategies within the IT Strategic Plan. This working group functioned alongside an internal IITS Strategic Planning Team that was guided by an external consultant. The TSPWG met eight times to develop the draft goals and strategies.

To provide transparency to both the ongoing process and the finalized plan, an IITS strategic planning website that includes all pertinent links to detailed supporting documentation developed throughout the process. Because this plan will evolve over time as goals are met and needs change, it is anticipated that the plan will be regularly reviewed and updated.

#### ABOUT DIFFERENCE CONSULTING

The CSUSM Technology Strategic Planning Process and the development of the final report were guided and facilitated by Jen Roberts. Ms. Roberts is the CEO and founder of Difference Consulting, a company specializing in helping businesses strategically build, develop and leverage the unique talents of their own people and teams internally through consulting, executive coaching, and proprietary leadership development programs.