IRES 2018/19 Summary

The Information Resources Leadership Team cultivates a culture of openness in information sharing, regularly solicits constructive feedback, and builds consensus; encourages open communication, cooperation, and the sharing of knowledge; and remains open-minded and willing to entertain others’ ideas.

The Information Resources Leadership Team builds trust through regular, open and direct communication; demonstrates candor and level headedness in business dealings; listens actively and responds in a respectful tone; engages appropriately when in disagreement and pushes back respectfully in a spirit of good faith cooperation; speaks persuasively and convincingly but is not afraid to say “I don’t know” and then research an answer; manages expectations appropriately and proactively communicates any potential problems or roadblocks; and effectively feeds information upward and rarely leaves others flying blind or unaware of important updates.

The Information Resources Leadership Team regularly looks for common ground and encourages collaboration among internal team members; welcomes positive confrontation rather than sweeping things under the rug; assumes good intentions until proven otherwise; looks to bring out the best in others; and resolves interpersonal conflict without drama.

The Information Resources Leadership Team builds consensus via shared decision making; fosters a sense of shared accountability and group responsibility; celebrates successes and recognizes and appreciates others’ contributions; confronts problems head on but in a firm and constructive manner; and creates a work environment based on inclusiveness.

The Information Resources Leadership Team embraces a no fault approach to problem resolution: promotes effective problem solving by having implemented a no fault approach to critical system/application outages and information technology security issues. The IRES staff feel comfortable in reporting technology threats under any circumstance. As a result, the campus has had no publically reportable breaches during the past seven years.

Leadership

Information Resources strives to engage campus' governance groups, the four divisions and auxiliaries while focusing on student success. IRES actively participates in the campus' shared governance process both internally within IRES and externally through campus leadership meetings, PAC (Provost Academic Council), Chairs Counsel, Academic Senate, UTAC (University Technology Advisory Committee), ITEC (Information Technology Executive Committee), and department level groups.

The IRES Leadership Team takes seriously our responsibilities, with respect to a leadership role for IT operations and planning, IT security and compliance, and IT capital planning. IRES has been a leader in developing a project portfolio process adopted by several CSUs; mitigation of identified 2009, 2014, and 2017 audit findings; mitigation of 2009 WASC findings; continued leadership in information security; assuming a leadership role in mitigating CSU accessibility objectives; and one
of two campus' in the CSU system to anticipate and mitigate the end-of-life of the Hobsons’ recruitment and enrollment management application.

Guided by the ITPR (Information Technology Process Review) process, all projects are evaluated, measured, tracked and reported. A similar process was adopted for tracking and reporting audit findings. The campus received an award from the CSU/CCC/UC collaborative for improved performance, service, and outcomes.

**Problem Solving**
The Information Resources Leadership Team strives to manage in an inclusive environment actively interacting with IRES staff, PAC, the Chairs Counsel, individual colleges and units through UTAC, ITEC, and the Data Owners Group.

The Information Resources Leadership Team has created an environment where it is safe to explore out-of-the-box ideas while supporting a no-fault root cause environment for operational failures. IRES encourages new approaches and ideas gathered from employees, staff meetings, campus discussions, brown bag lunch meetings, and the IT Leadership Committee. While driving the organization towards results we encourage the organization to be nimble, responsive and explore.

Each year as an organization we evaluate and refine our established goals. As an organization we have made significant improvements in improving the classroom environment, enhancing and improving the campus/LMS architecture and being a leader in promoting accessibility. Information technology security has been strategically integrated within the IRES organization and the campus. Today CSU, Chico is a leader within CSU in managing a secure campus environment. The system wide CISO has stated the campus is two years ahead of the system in this goal area.

Communications is a critical success factor in supporting an effective and secure technology environment: utilizing input from campus governance groups and surveys of faculty, students, and staff, IRES strives to refine and improve our internal and external communications. IRES will need to continue improvements in information sharing, via campus presentations and forums, to be successful in the future.

**Communication**
The Information Resources Leadership Team strives to communicate effectively; provide information that is clear; listen and respond to employee and coworker ideas, needs, and suggestions; effectively conduct and/or participate in meetings; and keep supervisors informed. The Information Resources Leadership Team strives to demonstrate an ability to work well with others, is respectful of coworkers, communicates effectively and is a team player; promotes and demonstrates effective conflict resolution. The Information Resources Leadership Team is committed to our university and unit goals; demonstrates a helpful manner to coworkers, staff, and others; is approachable and respects the views of others; projects a positive outlook; adjusts to change and effectively manages stress; exhibits responsible and mature management/supervisory behavior; and assumes responsibility for decisions and actions.
Using the current IRES communications plan as a reference, IRES strives to effectively communicate regarding strategic planning, committee participation, technical initiatives, and project management efforts. Our current project portfolio and status of each project is referenced on our home page.

**Managing Financial Resources**

The Information Resources Leadership Team take seriously their responsibility regarding management of IRES' operational, capital and one-time funding resources while managing reporting of our financial resources on an accrual basis of accounting. IRES has made significant progress in refining our short-term and long-term financial planning objectives. Despite increased draw offs of financial reserves and annual operating funds, IRES ended the 2018/19 year in a near break-even position with ~$1.8M in reserves across all funding sources.

The Information Resources Leadership Team developed a detailed “Activity Based Costing Model” to characterize the annualized cost for each service provided by IRES to the campus community. IRES has continued to make ongoing progress in reducing the size and utilization of the Butte Hall Data Center and MLIB Network Operation Center (NOC). As of April 2019, the Butte Hall Data Center footprint has been reduced by approximately 50% as part of our strategy to move on-premise applications to vendor SaaS (Software as a Service) environments.

As an outcome, IRES’ $900,000 shortfall in annual capital funding was reduced to a $400,000 shortfall annually. On an interim basis, IRES has been funding the capital shortfall with salary savings. It is important to note that IRES continues to support more than 100 licensing and maintenance agreements. During the past six years related expenses have grown from $1.7M to $2.3M. Over the next six years the expenses are projected to grow to $2.8M. The growth from $1.7M to $2.3M has consumed all of IRES uncommitted O&E as of June 2019. The O&E was previously used for staff development, training and related travel.

As characterized in the annual Educause and core data survey results, IRES continues to lag behind in salaries and uncommitted O&E compared to other CSUs.

IRES falls within the 97th percentile of IT salary as a % of total spending well above other CSUs. For IRES the difference to 100% reflects the $2.3M in licensing and maintenance agreements.

With respect to IT salary levels at CSU, Chico, IRES is in the 20th percentile having the lowest (reported) IT salaries in the CSU system. The impact is high turnover, less capacity, decreased efficiency, and a significate increase in project timelines.

Despite the financial shortfalls, IRES continues to make slow but steady progress while continuing to support the campus on a 24x7 basis with one shift of exempt staff.

**Supervising**

The Information Resources Leadership Team empowers employees with the authority and resources to achieve results tied to IRES’ identified objectives; helps employees gain visibility through ongoing shared governance; and encourages employees to solve their own problems without
micromanaging. The Information Resources Leadership Team effectively delegates to match personal strengths, delegates with clearly defined responsibility and authority, and involves team members in team initiatives and decision making as appropriate. The Information Resources Leadership Team considers and accepts diverse input and perspectives, communicates important information and decisions in a timely manner, recognizes and develops talent, provides helpful and timely feedback, delegates and provides exposure for each employee and their team, makes work challenging, meaningful, and engaging for the team, and is supportive of opportunities for team members’ professional growth and development.

When hiring for open positions, the Information Resources Leadership Team takes actions to increase the diversity of the candidate pool while showing respect, compassion and builds an environment of trust. The Information Resources Leadership Team also work effectively and cooperatively with others, willing to admit mistakes and offer apologies, acknowledge the support and contribution of others, and has a positive attitude and understanding of how behaviors impact others.

Quality and Quantity of Work
The IRES organization consistently provides updates on all projects, measuring against established deadlines; evaluates student satisfaction with technology; and surveys faculty and staff satisfaction with technology.

The organization’s status reports reflect the significant number of critical projects the IRES group is involved with. The IRES organization, however, has a number of projects that are competing with each other for limited resources that we are addressing.

Affirmative Action/Equal Employment Opportunity
The Information Resources Leadership Team is responsible for supporting diversity and inclusion opportunities within the IRES organization and on campus where IRES can be of support. From an overall unit perspective, there are approximately 117 positions; of these 31 are filled by female employees and 12 are filled with underrepresented individuals. During the past several years IRES has made significant progress in hiring female employees and underrepresented staff.

While the IRES organization is focused on supporting equal employment opportunities, the lack of telecommuting programs and salary gaps between the local Chico market of 25% and 75% or more compared to the Bay Area limits our ability to attract and retain qualified minority and women applicants. We will continue to utilize CSU supported job sites to attract well qualified candidates.

Professional Development
Information Resources encourages and supports professional development of our employees. Three IRES staff are currently enrolled in PhD programs, and others in CSU, Chico programs. IRES supports quarterly brown bag lunch meetings, encouraging staff to have an open exchange of ideas and information without managers present; new employee breakfast meetings, to introduce new IRES staff to the IRES organization; IRES quarterly meetings to share IRES information updates and information, where one of these meetings is a service award ceremony; IRES tech talk series; and
IRES encourages professional development through conferences and training integrating these goals within the employees annual performance review. The IRES organization is a dynamic organization with 104 staff, 13 MPPs and 100+ students. There is an ongoing set of activities around supervision, recruitment, hiring, and retention. IRES has set up a centralized administrative service center that supports the organization.

Evaluation
The Information Resources Leadership Team holds the organization accountable for completing their assignments and contributing to the campus' strategic objectives. By creating the IRES Administrative Service Center (payroll, human resources, budget, accounting, payables, travel, billing, receivables), services are now provided on a timely and accurate basis. IRES has been effective in supervising and treating staff equally, while coordinating personnel actions so that staff are supported and work is completed in a timely and effective matter.

Each year Information Resources conducts MPP reviews as well as staff performance reviews throughout the year. During the performance reviews, goals are established for the following year. The Information Resources Leadership Team meets with direct reports frequently to review emerging and current projects linked together by common IRES goals to better enable IRES to meet campus objectives. IRES staff and manager reviews, supported by professional development and training, are linked together by our common goals.