



California State University Chico
Information Technology

2022-2023 ANNUAL REPORT





A Message from

Dr. Monique Sendze

Vice President for Information Technology | CIO

2022-2023 was the first full academic year for the inaugural Division of Information Technology (DoIT).

The last 12 months have been challenging but, in many ways, also extremely rewarding. In that time, as the inaugural Vice President for Information Technology and CIO, my teams and I have had to survive the post pandemic crisis, budget, and talent constraints while at the same time we have had to accelerate our digital transformation initiatives. To sustain growth and thrive as the pandemic eased, we had to focus our attention on building resilience by transforming how we deliver value today and prepare our institution for growth, tomorrow and into the future. This requires a value-driven approach to IT (Information Technology) service delivery and digital transformation that can identify what aspects of the university to transform, what technologies to embrace, what processes to automate, and what new operating models to create. And most importantly, it needed us to unify digital possibilities with our customer experiences. If there was ever a time for our organization to become a digital university, it is today. As Vice President for IT and CIO, I am responsible for the strategic oversight of campus-wide Information Technology (IT) strategy ([link to our strategic plan](#)), which includes leading the strategic planning effort for campus IT priorities in partnership with oth-

er departments across campus to provide technical support and services for students, faculty, staff, and alumni. This incredible team of 130 professional IT staff and approximately 80 student employees work every day to ensure our campus community has first class IT products and services in support of our teaching, learning, administrative and research initiatives.

The university president's mandate to the new division to ensure that it is well-positioned to support the university's strategic goals focused on the following areas:

- Assessing university-wide IT services and recommending a more centralized structure to support university-wide information and technology needs.
- Establishing and sustaining a new structure for IT governance that promotes collaboration, shared governance, and executive engagement in setting strategic priorities.
- Creating a streamlined and transparent financial model to fund IT.
- Expanding the use of technology to support the academic experience.
- Improving university operations.
- Leading collaborative design processes to plan technology enabled classrooms, collaboration spaces and workplaces.
- Utilizing industry standards and frameworks, introduce and implement a risk-balanced approach in information security management.

As a division, we have taken this mandate and we have accomplished a lot and we will highlight a few of our accomplishments: we have a centralized IT services operating model for better efficiency, we empower our stakeholders to use technology to drive innovation for the teaching and learning mission, we have expanded on the lessons of COVID-19 to improve business processes, reduce barriers to service, and eliminate redundancies. We completed several organizational redesign initiatives to help us better align our resources and structure work to leverage our limited resources. We put forward a strategy for equity, diversity, inclusion and belonging. We launched a new IT strategic plan that sets the course for a bold vision with new commitments to collaboration between digital education, communications, strategic enrollment, and student success. We have positioned IT as a trusted partner and fostered a culture of transparency and shared governance. We have made information security a priority and we are reducing our risk exposure and improving our cybersecurity posture. We are moving IT from a support-fire-fighting organization to a transform organization that provides reliable technology innovation as we work with all our partners to chart Chico State's path to prominence. Our annual report highlights some of the accomplishments we have made in these efforts each year.

While we have had challenges adapting to new technologies and rethinking our existing operating models, the new Division of Information Technology (DoIT) has designed a progressive IT strategy that will transform our university. Our strategy applies innovation to our operating model, streamlines and transforms processes, and makes use of technologies to enhance interactions with students, faculty, and staff. We are identifying what technologies to embrace, what processes to automate, and what new operating models to create. We are unifying digital possibilities with our customer experiences, involving cross-functional participation from senior management from the different divisions and departments of the organization. This transformation will allow us to:

- Provide students with the best possible educational experience.
- Support faculty in their research and teaching.
- Improve the efficiency and effectiveness of our operations.
- Enhance our reputation as a leading university.

We are excited to embark on this journey of transformation, and we are confident that it will make a positive difference for our university and our community.

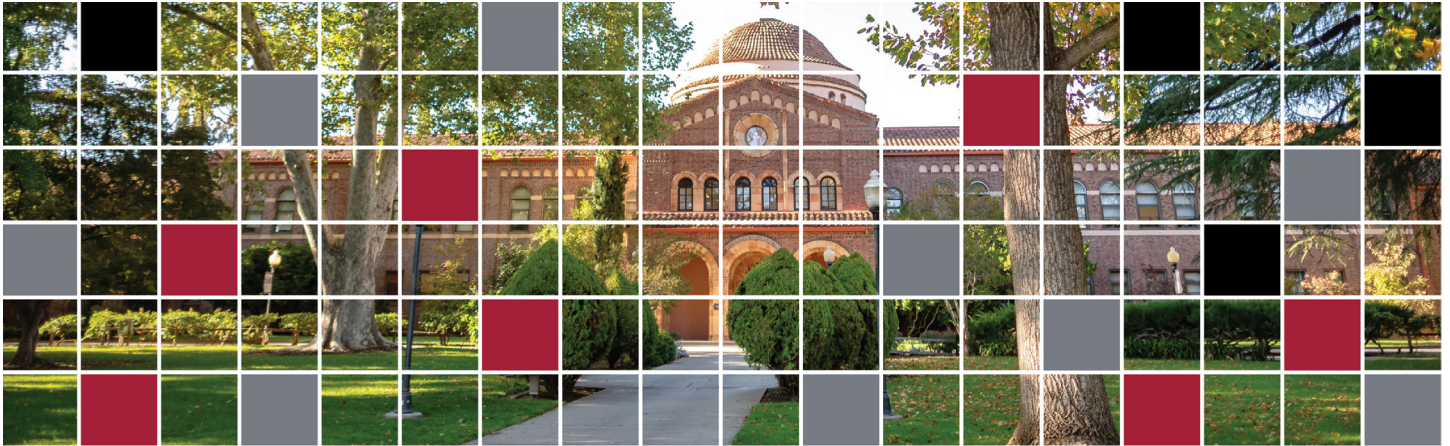
Dr. Monique Sendze

Vice President for Information Technology | CIO

Table of Contents

- 4** Table of Contents
- 5** Strategic Plan
- 6** Strategic Priorities
- 8** Current Staffing Breakdown
- 9** Show Vacancies and Positions in Recruitment
- 10** Budget Summary
- 11** Project and Change Management Office
- 12** Computing and Communications Services
- 14** Academic Technology
- 16** IT Support Services
- 18** Creative and Media Technology
- 20** Enterprise Applications
- 22** Information Security
- 24** Institutional Research and Strategic Analytics
- 26** IT Administrative Services
- 28** Technology Equity and Inclusion
- 30** Vice President | Chief Information Officer

DoIT's 2022-2023 Strategic Plan



As a brand-new division, the Division of IT or DoIT as we like to call it launched its first strategic plan in March 2023 under the leadership of Dr. Sendze and in partnership with over 160 staff, faculty, students, and administrators. The objective of our strategic plan is to create a framework that guides the Division of IT on best practices in improving technology services, and products for our institution. As a customer-centric division, our goal is to implement this plan by building and strengthening strategic partnerships that contribute to the success of students, faculty, and staff at Chico State. This strategic plan also aligns with the University's strategic plan, priorities, and enduring commitments to the campus community. This plan was meticulously crafted with the campus community in mind. The plan's **Mission, Vision, Six Strategic Pillars, 21 Goals, 81 Tactics, 100+ Key Performance Indicators and 6 Guiding Principles** embody the values of the Division of IT as a strategic partner to the campus community.

Our Vision

Chico state will be recognized as an innovative and dynamic campus that integrates technology into the fabric of the institution to provide all stakeholders with the information, tools, and services needed to accomplish the University mission and ensure student success.

Our Mission

The Division of IT at Chico State empowers students, faculty, and staff to be successful by providing reliable, equitable, and easy-to-use technology; a robust infrastructure; and innovative, cost-effective solutions that support the goals of the University.

DoIT's 2022-2023 Strategic Priorities

Strategic Priorities

The IT Strategy is organized into six Strategic Pillars that align with the objectives of the Division of IT.

1. EQUITY, DIVERSITY, AND INCLUSION

2. OPERATIONAL EFFICIENCY AND EFFECTIVENESS

3. GOVERNANCE AND DECISION MAKING

4. IT AS A STRATEGIC PARTNER

5. EMPOWERING STUDENTS AND STUDENT SUCCESS

6. INNOVATION, TRANSFORMATION, AND AGILITY

Goals are calls to action for the Division.

Tactics are specific methods to achieve each goal.

Measures of Success are ways for the Division to gauge progress on each goal and pillar.

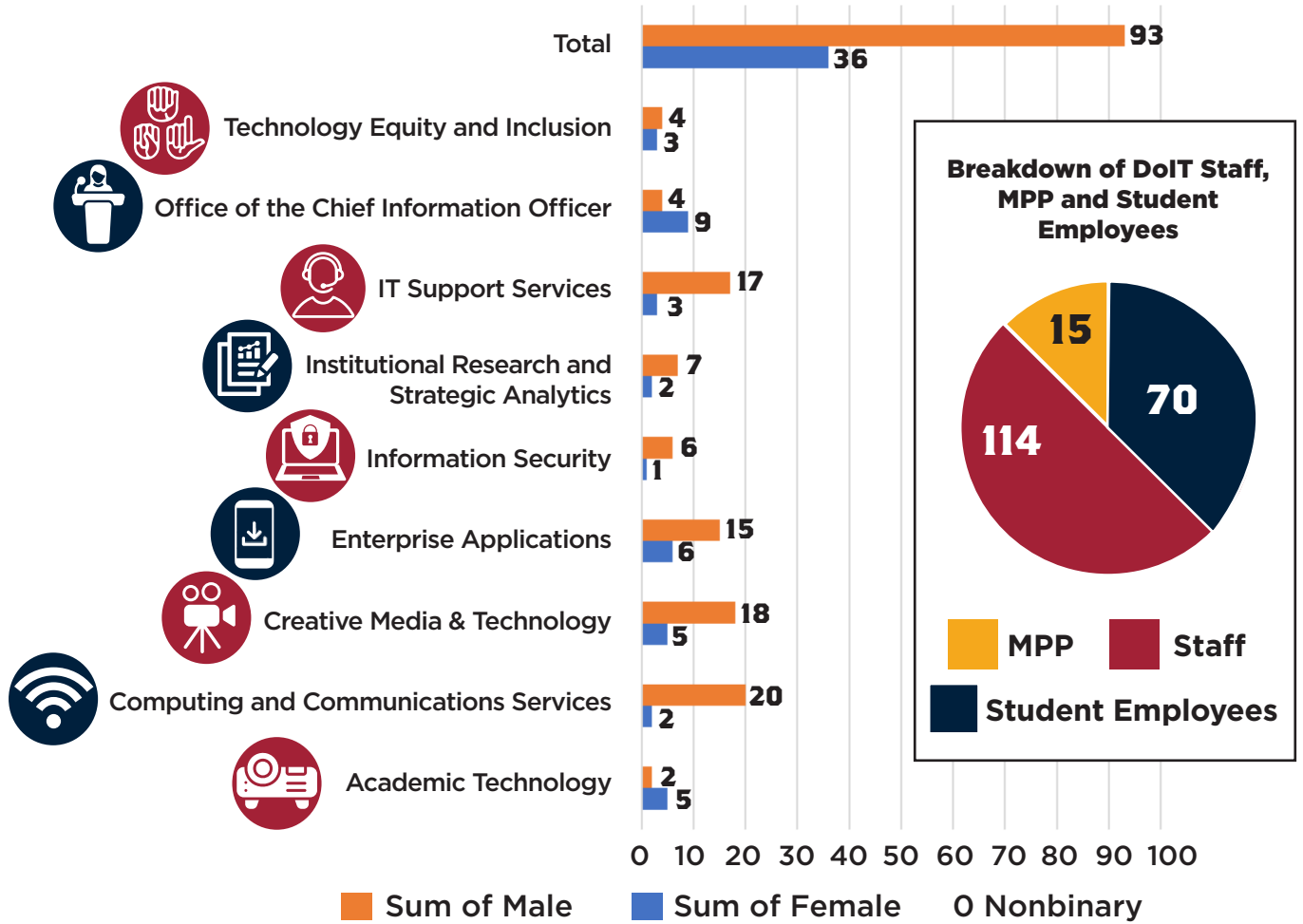
The IT Strategy is designed to be a sustainable approach to the future of technology at Chico State and is not bound by a specific time frame. The IT Strategy is a living plan that will adapt to the technology changes of the future and enable the Division of IT to solve the unprecedented challenges of the 21st century.



Current Staffing

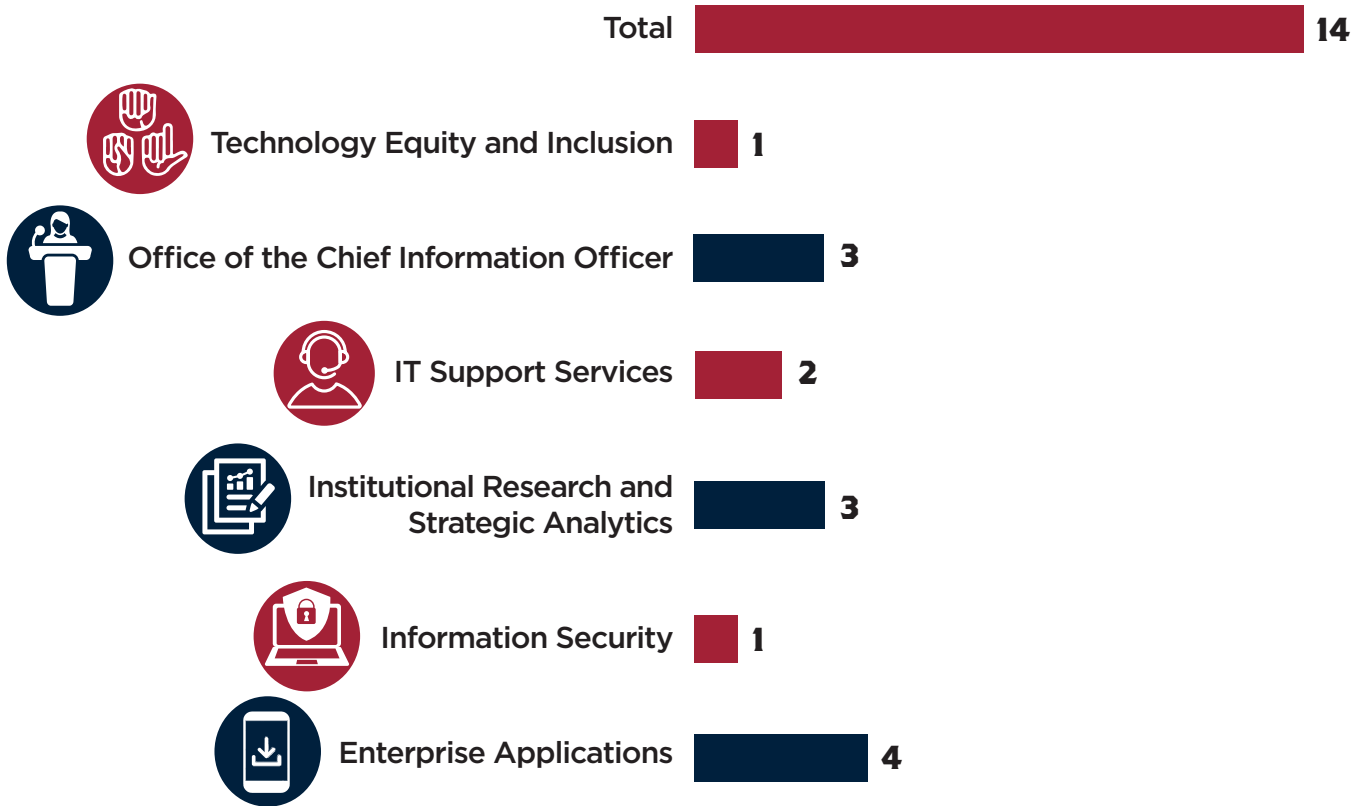


DoIT Staff Male:Female Ratio

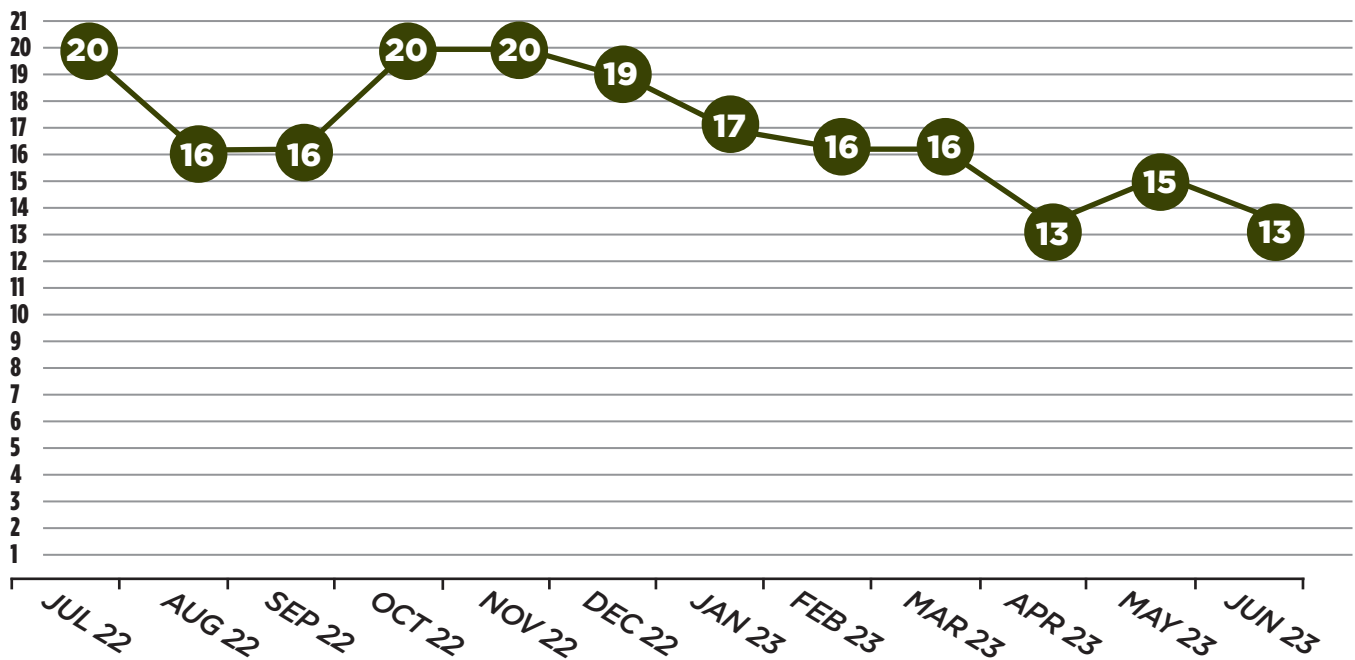


Vacancies and Open Positions in Recruitment

DoIT Vacancies as of June 12, 2023



DoIT Total Open Postions Trend



Budget Summary

The Division of Information Technology (DoIT) is a newly created division within California State University, Chico. During this fiscal year we have consolidated staff from three different divisions into DoIT to create efficiencies for the University while also adding several new Departments: Project and Change Management Office (PCMO), Technology Equity and Inclusion (TEIN), Center for Tech Equity (CTE) and Academic Technologies (ATEC). With all these changes within the division and throughout the year, it has also created both challenges and opportunities around workforce management and cost optimization. Specifically balancing the needs of the newly formed division as it is growing while overcoming the hiring and budget challenges we face.

Divisional Resource Summary - Operating Fund Fiscal Year 2022/23

Information Technology Funding Sources

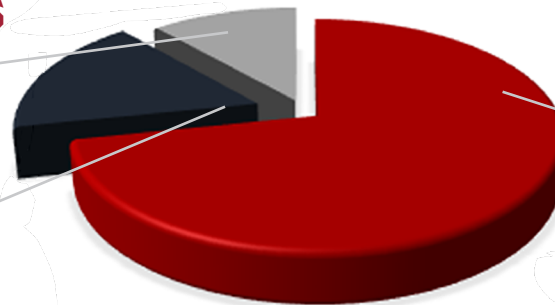
	2022/23
Baseline Budget Allocation	18,098,261
Other Revenue & Reimbursements	3,200,000
Total Funding Sources	21,298,261
Funding Uses	
Personnel Costs	
Salaries & Wages	
Management	1,810,000
Support Staff	8,500,000
Student Assistant	300,000
	10,610,000
Benefits	5,600,000
Total Personnel Costs	16,210,000
Work Study	206,500
General Operating Expense	5,824,000
Total Operating Expenses	6,030,500
Total Expenses	22,240,500
Contribution to/from Reserves	(942,239)
Total Funding Uses	21,298,261

IT BUDGET PERCENTAGES

Operating Expenses,
\$2,551,161
11%

Software Hardware Maint,
\$3,739,402,
17%

Salary & Benefits,
\$15,949,937,
72%



Project and Change Management Office

Shannon Roskosky joined DoIT as the director of this new PCMO department in June of 2023. As she continues to build this office, the team has begun collaborating with campus-wide projects that require IT resources, including the CSU-wide CHRS project led by the Chancellor's Office. The PCMO is also available to help with any process improvement projects across campus and will work with stakeholders to design current and desired state process maps for business transformation initiatives. Work has begun to diagnose actual project and portfolio needs, organizational change management needs while charting a course for long-term PCMO success and garnering organizational support for the plan. This approach is centered around four required actions designed to promote the most strategically appropriate long-term course of action (COA) for our new PCMO:

- Surveying the Project Landscape
- Gathering Project Management and OCM Requirement
- Solidifying the Project Portfolio Management (PPM) and Organization Change Management (OCM) Goals
- Formalizing the Roadmap

The following are the six capabilities incorporated into the new PCMO at Chico State.

Project Portfolio Management: The PCMO will ensure the organizational demand for new projects, services, and enhancements does not outweigh our resource capacity to deliver on everything in our project environment.

Organization Change Management (OCM): For projects that depend heavily on users and stakeholders adopting new tools, processes, and skills, the PCMO will utilize an effective OCM plan so the projects can achieve their intended outcomes/benefit realization.

Project Management: A right-sized approach to project management will allow IT Project Management staff to take what they need from our formal project management frameworks and then tailor a process that will work for the projects based on project size, type, visibility, impact, and effort.

Resource Management: IT currently lacks the resource capacity to adequately meet organizational demand for new projects and services. Working with a new Project Governance Committee, the PCMO will assist in making strategic prioritization decisions based on resource capacity.

Business Process Re-engineering: PCMO will identify what aspects of the university's business to transform, what technologies to embrace, what processes to automate, and what new business or operating models to create in a value-driven approach to digital transformation.

Governance: PCMO will have a set of processes and policies that are used to define roles and responsibilities when it comes to managing projects, programs, and portfolios, consider accountability, authority, reporting, and decision gates for functions across campus.

As this office continues to grow, the team has begun collaborating with campus-wide projects that require IT resources, including the CSU-wide CHRS project led by the Chancellor's Office. The PCMO is also available to help with any process improvement projects across campus and will work with stakeholders to design current and desired state process maps for business transformation initiatives.

Computing and Communications Services



Expanding Wireless Connectivity: HEERF Funding

To cater to the growing demand for wireless connectivity, the Division of IT installed 51 new Wireless Access Points (WAPs) funded by the Higher Education Emergency Relief Fund (HEERF). This expansion significantly improved outdoor coverage, benefiting various areas on campus, including the Farm, Athletic fields, the Harlan Adams Theater, and Butte Creek Ecological Reserve.

Network Refresh: Powering Connectivity Across Campus

The Division of IT recently oversaw a comprehensive access layer switch upgrade, significantly enhancing power and connectivity throughout the campus. With 4,163 ports now providing power to devices such as cameras, phones, access points, and classroom technology, the campus community can enjoy enhanced network performance. Additionally, the upgrade included the deployment of 10-gigabit connections between buildings, further bolstering the reliability and speed of inter-building communications.



Supporting Remote Work: VPN Usage

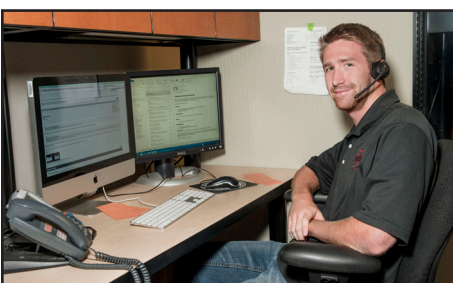
In response to the global shift towards remote work, the Division of IT played a critical role in supporting the university community by ensuring seamless and secure remote access. At its peak, the VPN service accommodated 780 simultaneous users, facilitating uninterrupted collaboration and productivity from home environments.

Enhancing Campus Safety: Housing Camera Upgrade

Recognizing the importance of student safety, the Division of IT completed the refresh of 442 cameras across the campus housing facilities. These upgraded cameras provide enhanced monitoring capabilities, contributing to a secure and supportive living environment for students.

Reliable Power Supply: UPS Upgrade

To ensure uninterrupted operations, The Division of IT upgraded the campus's Uninterruptible Power Supply (UPS) system. The new system provides up to 45 minutes of runtime, significantly extending the ability to support telecom rooms and Power over Ethernet (PoE) devices during power outages. This upgrade is particularly crucial in keeping new VoIP phones online, enabling continued communication in emergency situations.

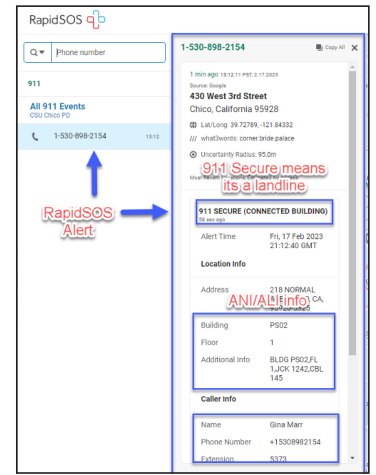


Modernizing Communication: Phone Conversions

CCSV successfully installed over 1,200 Session Initiation Protocol (SIP) phones, enabling a seamless transition to Voice over IP (VoIP) technology. This upgrade allows faculty and staff to access their campus extensions from home. With the capacity to support up to 485,517 incoming calls and 210,656 outgoing calls this year, the new VoIP system ensures efficient communication across the campus community.

Enhanced Emergency Response: Sentry by Secure 911

With the ability to leverage your campus phone extension from your computer using a soft client, the Division of IT faced a new challenge. We needed to provide location information to first responders for computers and clients that can now roam on the wireless network. The Division of IT implemented the Sentry solution, which provides first responders with enhanced location data in emergency situations. The Sentry solution relay location information based on the clients current location based on Wireless hotspot locations or Network port locations. Additionally, the Gatekeeper feature allows users to specify their location when they are offsite, enabling faster and more accurate response times.



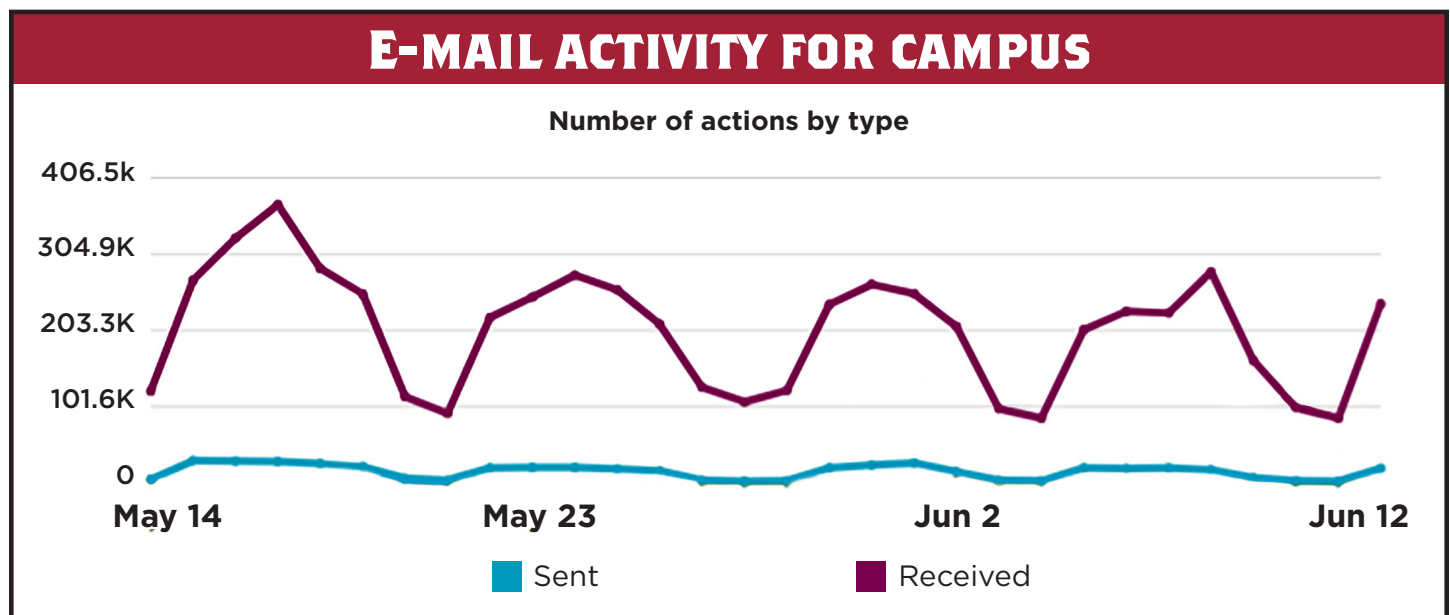
Azure Migration: A Sustainable and Scalable Solution

One significant milestone for the Division of IT has been the successful migration of approximately 100 servers to the Azure cloud platform. This transition has not only reduced carbon emissions but also brought advantages such as data redundancy across three locations and the ability to scale virtual machine sizes without requiring significant capital investments. By leveraging Azure, the Division of IT is contributing to the university's vision of becoming carbon neutral by 2030 while simultaneously building sustainable and resilient systems.

DoIT now serves unique wireless clients **18,775** 

Fostering Innovation: Power Platform Center of Excellence

To build efficiency across campus, the Division of IT recently established a Microsoft Power Platform Center of Excellence (CoE). This initiative facilitates development of low-code/no-code solutions empowering departments to be innovative and create solutions to improve their internal business processes. The CoE serves as a hub for managing governance and enables departments to leverage the Power Platform's capabilities to enhance operational efficiency and foster innovation across the university.



Academic Technology



The Academic Technology department is responsible for developing and implementing the vision for robust, cutting-edge instructional technology support for Chico State faculty, staff, and students in support of the strategic plan. They support the implementation of innovative instructional technologies in classrooms, online and across campus as needed. They manage the administration of Chico State's Learning Management System (LMS), tools and processes including LMS upgrades, maintenance, trouble shooting, and LMS technical support (for students, faculty, and staff). They participate in and attend, on an ongoing basis, activities related to instructional and learning technologies design and development across campus for all learning spaces (classrooms, labs, conference rooms and others). The classroom technology services team (CTS) leads the support for all campus teaching computer classrooms including software builds, hardware refresh cycles, and audio-visual technology.

Classroom Technology Projects Completed

In August of 2022, Classroom Technology Services (CTS) installed new or significantly upgraded presentation technology in 17 rooms along with four conference spaces. CTS also specified and installed audio equipment upgrades for Chico State's Rural Sim Center and finished an upgrade to the Multimedia Recording Studio (MLIB 027B) by adding a larger Learning Glass and higher resolution camera.

ECC's Environmental Engineering Lab in Langdon 205 was updated with a new presentation technology system in addition to a full range of lab equipment and infrastructure improvements. Late fall and early winter, CTS installed five digital signage and conference systems across campus. Early summer 2023, CTS removed all the classroom technology equipment from the six Colusa classrooms in preparation for PCE's move into those spaces and also completed the technology additions and upgrades to Selvester's 100 and 104.



Migrating To A New Learning Management System, Canvas

The system dedicated to the heart of Chico State’s mission of teaching and learning is the Learning Management System (LMS). Faculty and students rely on this system every day to engage in the teaching and learning process. Chico’s Blackboard LMS was implemented back in 2012 and the age of this system was showing in its interface and difficulty of students and faculty using it. Sixteen CSU campuses had already migrated off their old LMS’ and had moved to the newest emerging LMS, Canvas, along with all California Community Colleges. The State of California incentivized the CSU to move to an” intersegmental” LMS and budget gave the CSU an additional \$2M of base funds to move the other 7 CSU campuses to Canvas and that included Chico State.

Starting January 2022, Learning Technologies Services (LTS) and the Technology and Learning Program (TLP) began planning the installation, configuration, and migration from Blackboard to Canvas. In May 2022, TLP launched “Canvas Day in May” to begin showing the new interface and features of Canvas to faculty. In collaboration with CMT, three videos were created for students to prepare them for the change.

By Fall 2022, TLP had prepared 25 faculty of the “Canvas Crew” to use the new LMS with their students. Transfer students enjoyed the familiarity of Canvas from their California Community College days and new students felt that Canvas was much easier to navigate and use than Blackboard, empowering student success by improving the student learning experience.

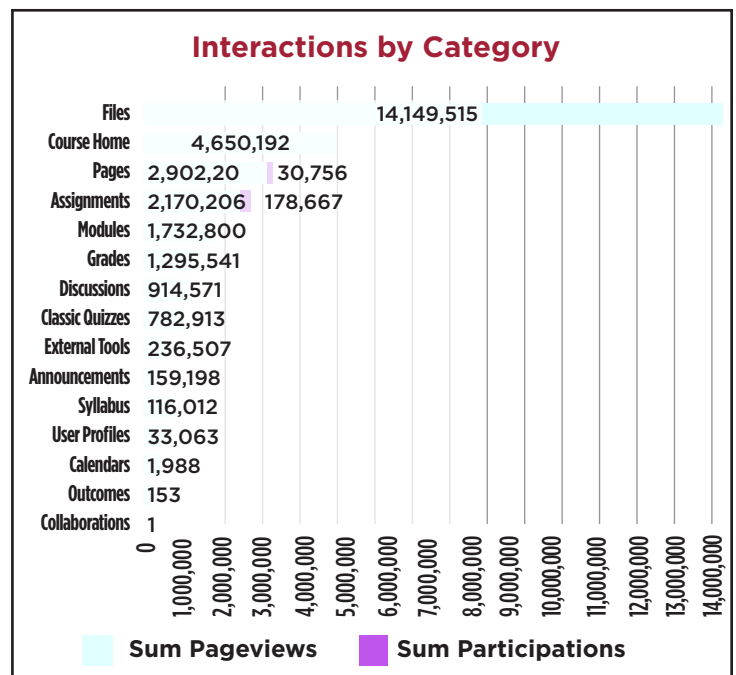
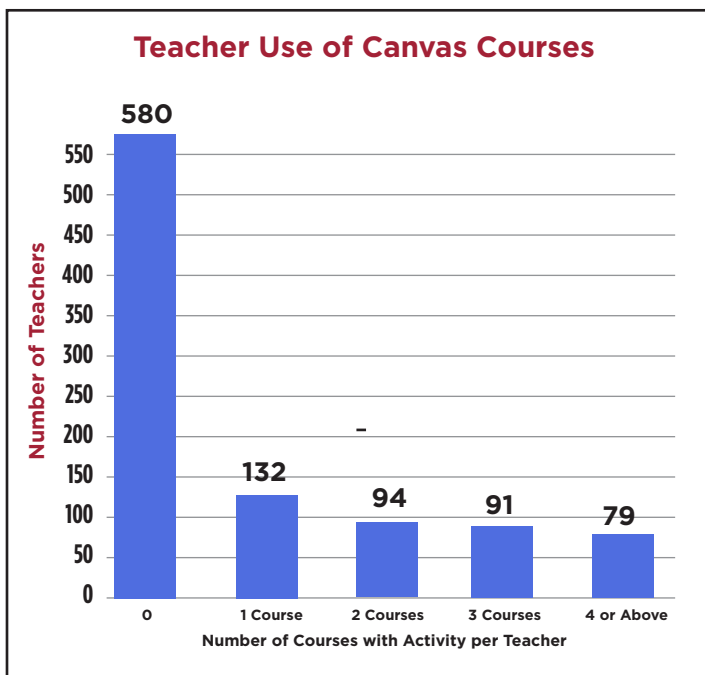


canvas

40% OF
FACULTY MADE
THE SWITCH!

Spring 2023, **40% of Chico State faculty launched their courses in Canvas.** TLP continued to offer a faculty online course “Getting Started with Canvas,” workshops, “ten-minute” tasks, college champions presentations, department Canvas orientations and webinars to prepare more faculty to begin migrating and teaching their courses in Canvas.

Students will be grateful to have only one LMS to use for Fall 2023, the first semester where everyone will be using Canvas, not Blackboard.



IT Support Services



The ITSS department supports Chico State’s mission through the purchase, deployment, software management and support for campus managed computers throughout the lifecycle. In addition, ITSS provides IT Support for students, faculty, staff, and those affiliated with the university who are using personal devices to connect to campus services.

As a trusted technology partner to campus, ITSS is widely seen as the face of IT and the department who is ready and able to provide accurate and timely information, and to connect people to appropriate departments and solutions in the support of technology use across campus. ITSS strives to understand campus IT needs to deliver and support those needs in a secure way that is in alignment with industry standards.

When the commencement team submitted a request for approval to purchase software to answer questions for Chico State Commencement 2023, DoIT quickly seized the opportunity to deliver a solution that would scale to meet needs across campus. The CatBot launched on the commencement website providing 1,183 answers to questions. An expansion of CatBot was launched in early June 2023 that answers IT questions from both web and knowledge-base content. 6pm is the most common time that people ask the CatBot questions. Staff monitor and improve content to better answer questions asked.



CatBot

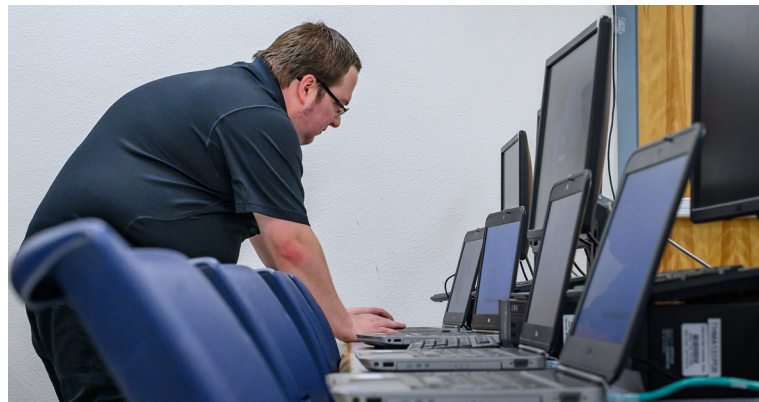
I’m a virtual “Chat ‘Cat” powered by AI and ready to answer common questions quickly and accurately.

How can I help you?



11,823
IT Support
tickets
closed





Team Dynamix Customer Satisfaction Survey Summary:

- **92% overall satisfied** (includes Satisfied 80% and very satisfied 12%)
- **8% other** (4% neutral, 2% dissatisfied, 2% very dissatisfied)

Loaner Laptops Summary:

228 utilized to meet Faculty and Staff Needs

315 available for Student needs

Loaner Laptop Detail:

- **691 Loan Requests Created** (20 Faculty, 73 Staff, 538 Students, 60 Student Staff)

20
Faculty

73
Staff

538
Students

60
Student Staff

Computer Lifecycle: Computer Equipment, with asset tags, processed by ITSS from July 1, 2022, to June 21, 2023:

- **535 New Equipment Purchases Deployed**
- **766 Computer Equipment Items Transferred to New Users**
- **888 Computer Equipment Items Processed for Surplus [Auction or E-Waste]**

47 Student Employees

Hours Worked: 25,080

Managed Devices:

PCs
6773



Applications
310



Windows Packages
166



Windows Updates
606



MacOS Devices
2,031



Mac Policies
620



Mac Profiles
253



Apps
35



Creative and Media Technology



CMT provides creative and effective communication materials, including engaging video content, impactful graphic design, informative environmental graphics, stunning photography and high-quality printing services as a vital component of the University's commitment to student success.

In support of enrollment, Media Production Services worked in conjunction with Simpson Scarborough Marketing and UCOMM to produce videos and graphics for paid advertisements. The brand experience videos Media Production Services produced received **9 million** views on the Google platform (YouTube) and nearly **7 million** views on Basis, a streaming service that runs advertisements on platforms such as Hulu. The content informed qualified audiences of the attributes, values, and outcomes Chico State represents.

PROSPECTIVE STUDENT CAMPAIGNS

(IN COLLABORATION WITH UCOMM)

Fiscal Year Recap

ASRM Video: **4.2 MILLION** expressions

Total digital impressions **125 MILLION**

Total ad clicks: **1 MILLION**

Total conversions **46,000**



DO & DARE

APPLY TODAY



California State University Chico

VIDEO PRODUCTION

Fiscal Year Recap

Shoots: **202**

Video Edits: **152**

Broadcasted live events: **27** with **OVER 29,000 VIEWS** and **4,000 HOURS** watched



PHOTOGRAPHY



Fiscal Year Recap

Images added to server: **30,463**

Assignment Requested: **615**

Commencement Photos captured: **49,841**

Commencement Photos edited: **3,364**



PRINT SERVICES

Fiscal Year Recap

Impressions (prints): **OVER 2,300,000**

Charge backs: **\$544,652.89**

Mail pieces produced and mailed: **179,975**

Orders completed: **3,270**

Promotional and custom pieces: **54,393**

Customers/Clients helped: **414**



STUDENT PRINT SHOP

Fiscal Year Recap

B/W Prints: **109,121**

Color Prints: **17,032**

Customers Served: **14,149**



PRESENTATION AND ENVIRONMENTAL GRAPHICS

Fiscal Year Recap

Completed projects: **146**

Specialized Consultations: **45**

Number of clients: **38**



GRAPHIC DESIGN

Fiscal Year Recap

Completed projects: **110**

Number of clients: **30**



Enterprise Applications



The Enterprise Applications (EAPP) department is comprised of four major teams: ERP, CRM, Business Process Automation, and Integrations and Applications, each committed to enhancing our operational effectiveness and efficiency. Scott Kodai joined EAPP as the Senior Director for the department in November of 2022.

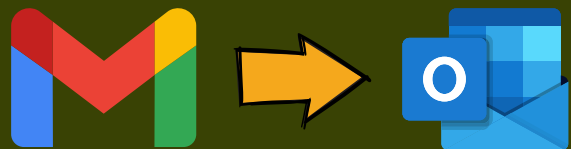
Gmail to O365 Mail Migration

In Fall 2022, the Division of IT migrated **74,717 mailboxes** from Google's Gmail tool to Microsoft's Office 365 environment, which standardized the entire campus on one email platform. This included moving **112,359,774 individual emails** so every user has the full history of their email in their new mailbox. The system is configured so that the former Gmail address (user@mail.csuchico.edu) is now an alias for the new Office 365 mailbox, so no email was lost, and any future email sent to the old address is delivered to the new mailbox.

Google Storage Quotas

Due to a policy change imposed by Google that limited available storage in our Google tenant, EAPP applied a storage quota to all Google accounts. For those accounts that were over the quota, EAPP technicians helped them get under quota by migrating files to more appropriate storage locations. **This work freed up about 20TB of space**, bringing us comfortably under the quota set by Google, with room to accommodate some quota exceptions for use cases that needed more space. By taking measures such as deleting old Google accounts of only "former students," Chico State is avoiding an annual Google charge of \$1,091,800. Cleaning up Google account usage also mitigates security risks by eliminating older non-affiliated Google accounts demonstrating "high-data consumption" or "security risky activity" not in alignment with Chico State.

74,717 Mailboxes Moved
(112,359,774 individual emails)



Automated Covid Reporting Process

Working with Enterprise Systems, EAPP developed an automated Covid Reporting Process in February 2023 that involved creating a new application for reporting Covid positive cases. When a case is reported, automated communications are sent, and the web site is automatically updated hourly. **Since February, this has saved the campus 92 person-hours of labor**, while providing faster and more consistent responses than the old manual process.

Migration of Boomi Processes from CO to Campus

Boomi is an integration platform that facilitates moving data between applications on campus. During the last year, Chico successfully moved all our processes from the Boomi instance hosted by the Chancellor's Office to a campus-hosted instance. **This will save the campus \$75,000 every year in hosting costs! The campus Boomi platform executes over 2,500 processes every day... 917,880 in the past year.**

RDS Migration

In 2022-2023, EAPP successfully completed a multi-year effort to migrate from our old 'end of life' operational data store system (known as RDS) to a new, supported platform. The RDS holds data that is used for many campus integration and reporting needs. Every night, this data store is refreshed from production data (mostly PeopleSoft), which includes **1,498 tables that contain over 878 million rows of data!**



COVID 19

Positive Case Reporting Forms

It is recommended for screen readers to use shift and tab rather than navigation arrows.

Employee

Student Employee

Student Only

If you have any problems accessing the content on this page, please contact the Accessibility Resource Center at 898-5959 [or sponsoring department] or submit an [Accessible Content service ticket \(opens in new window\)](#).

For assistance, send email to covidhotline@csuchico.edu



70,529

SIGNED AGREEMENTS COMPLETED

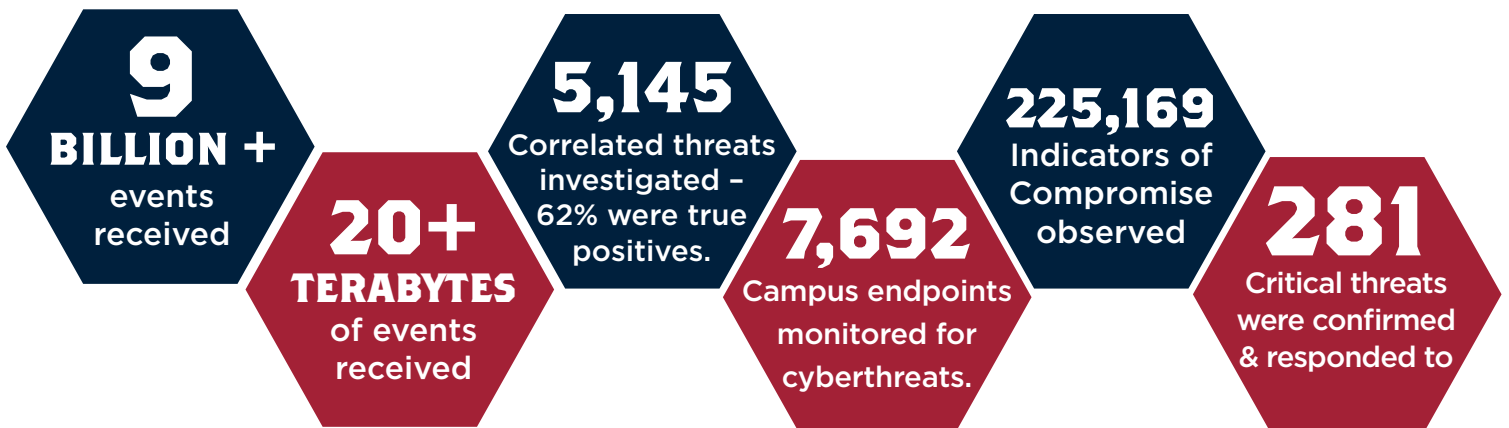


Information Security

The ISEC department supports Chico State's mission through the cultivation of cybersecurity knowledge and best practice into everyday campus life, by sustaining resiliency and protection for its mission-critical systems and data, and by positioning the campus to defend itself against disruptive cyber events. Beginning in August 2022 when Chris Witthans was hired as Chico State's Information Security Officer and Director of Identity & Access Management, the ISEC team rapidly developed a realistic current state of the campus's cybersecurity posture through the completion of several industry-based risk & maturity assessments of the campus's IT enterprise, in addition to participating with a comprehensive IT Security audit conducted by the CSU Chancellor's Office in October. By having a clearer picture of our current state in hand, our team quickly mobilized to develop new measures of success and tactics that were embedded into the Division of IT Strategic Plan and ultimately made a strong business case to acquire world-class tools and technologies to protect IT assets, such as Microsoft Defender.



In January 2023, Chico State selected an industry-leading Managed Detection and Response (MDR) vendor and virtual security operations center (VSOC) who is providing the campus with 24/7 threat monitoring of its users, its desktops, and its users. In just the past 6 months of being online with this service, we have observed the following:

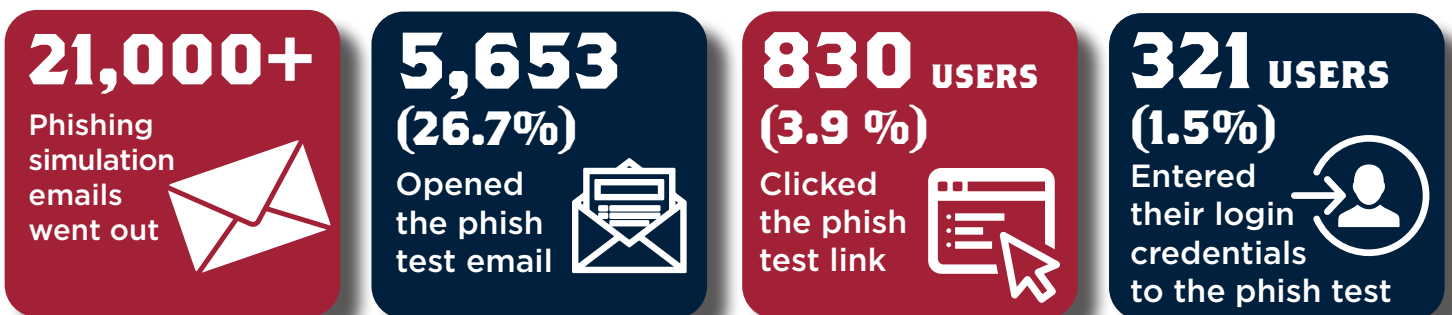




In April 2023, the ISEC and IRSA teams teamed up to launch a new Sensitive Data Inventory Survey that encompassed all campus business areas and sponsored programs. Once all survey responses have been received, its results will be aggregated and shared with respective data stewards and the ISEC team to ensure that CSU policies and regulatory requirements are met for protected Level 1 data.



In May 2023, the ISEC and Division of IT acquired a new solution “KnowBe4” to provide Chico State with world class Security & Awareness training for campus employees and students, as well as best-in-class tools to automate and bolster detection and removal of phishing and malicious email from the campus’s email environment. A baseline phishing test was sent to 21,000 + campus mailboxes, and the results are telling that more training and awareness for campus email users is needed:



Institutional Research and Strategic Analytics



Institutional Research and Strategic Analytics (IRSA) supports all areas of the institution, including senior leadership, administration, academics, faculty, and students. IRSA's mission and focus is to build a data-driven culture at Chico State that supports strong, clear, and effective decision making. Tricia Douthit, who joined Chico State in February of 2023, leads the department by focusing on the following areas: Data Governance, Data Literacy, Data Quality, Compliance Reporting and Support, Emerging Technologies, and Strategic Analytics. Further, IRSA serves the campus by providing the following: access and design of reports, dashboards, and visualizations; expertise in enrollment management; predictive modeling to support the University's admissions process and retention efforts; and advisory services on university committees and key initiatives to facilitate the use of central data resources.

Research

By the Numbers are articles intended to bridge the gap between data analysts & campus stakeholders by helping data novices become data-adept. A By the Numbers example is highlighted below and this informed decision makers on how we are meeting California's workforce needs as part of the GI 2025 initiative:

Chico State By the Numbers



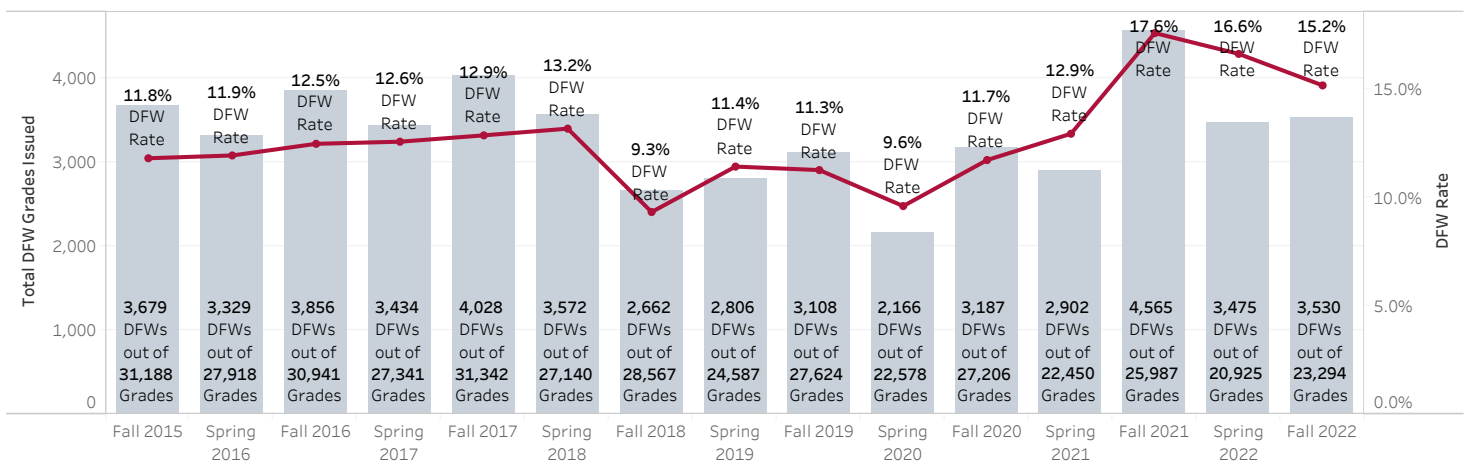
The most frequently chosen majors at Chico State as of Fall 2022 include psychology, management, nursing, marketing, criminal justice, liberal studies, computer science, sociology, and construction engineering.

Graduation Initiative 2025 – Strategic Partner

Since 2015, IRSA has been an active partner in supporting Chico’s GI2025 efforts to increase graduation rates, eliminate equity gaps in degree completion and meet California’s workforce needs. Collaboration with key stakeholders yielded several dashboards and analysis products allowing them to be data informed:

- Multiple dashboards were created to explore and take action to decrease the equity related GPA gaps and DFW rates in lower division generation education.
- Analysis identifying factors that influence four-year graduation rates and one- and two-year retention rates at Chico State.
- Adding data points and filters for tracking graduation and retention rate by major to help retain more students that enter in their major.

DFW Rate Trend – Fall 2015 to Spring 2022

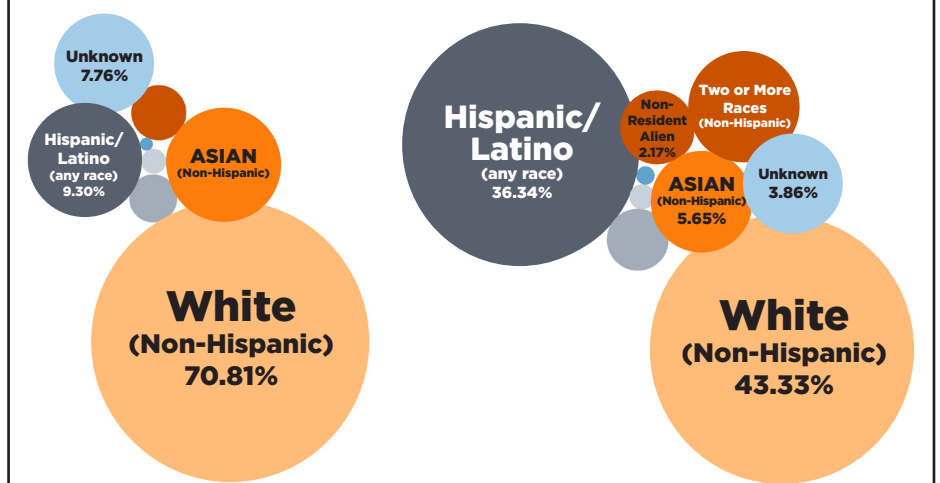


The above chart shows trends in DFW rates and DFW grades issued over time. It can be used to examine how change in DFW rates coincides with fluctuation in student enrollment as well as implementation of policies and initiatives. Course DFW rate represents the percentage of all course grades that are a D, F, unauthorized withdrawal, or no credit. Please note that the same student may have more than one D, F, unauthorized withdrawal, or no credit grade. Data reflect fall and spring terms between Fall 2015 and Spring 2022, but can be filtered to specific years or terms using filter options above. To protect student privacy, no data representing fewer than 50 total grades nor fewer than 10 DFW grades are displayed.

Analytics for Equity, Diversity, and Inclusion:

IRSA created a dashboard comparing student and employee demographics to gain an understanding of the differences between the two. The data demonstrated a significant difference between student and employee demographics, with the former being much more diverse than the latter. This caused concern for our Office of Equity, Diversity, and Inclusion and HR was able to review and adjust their hiring practices.

Employee - 2021 by Race/Ethnicity Student - 2021 by Race/Ethnicity

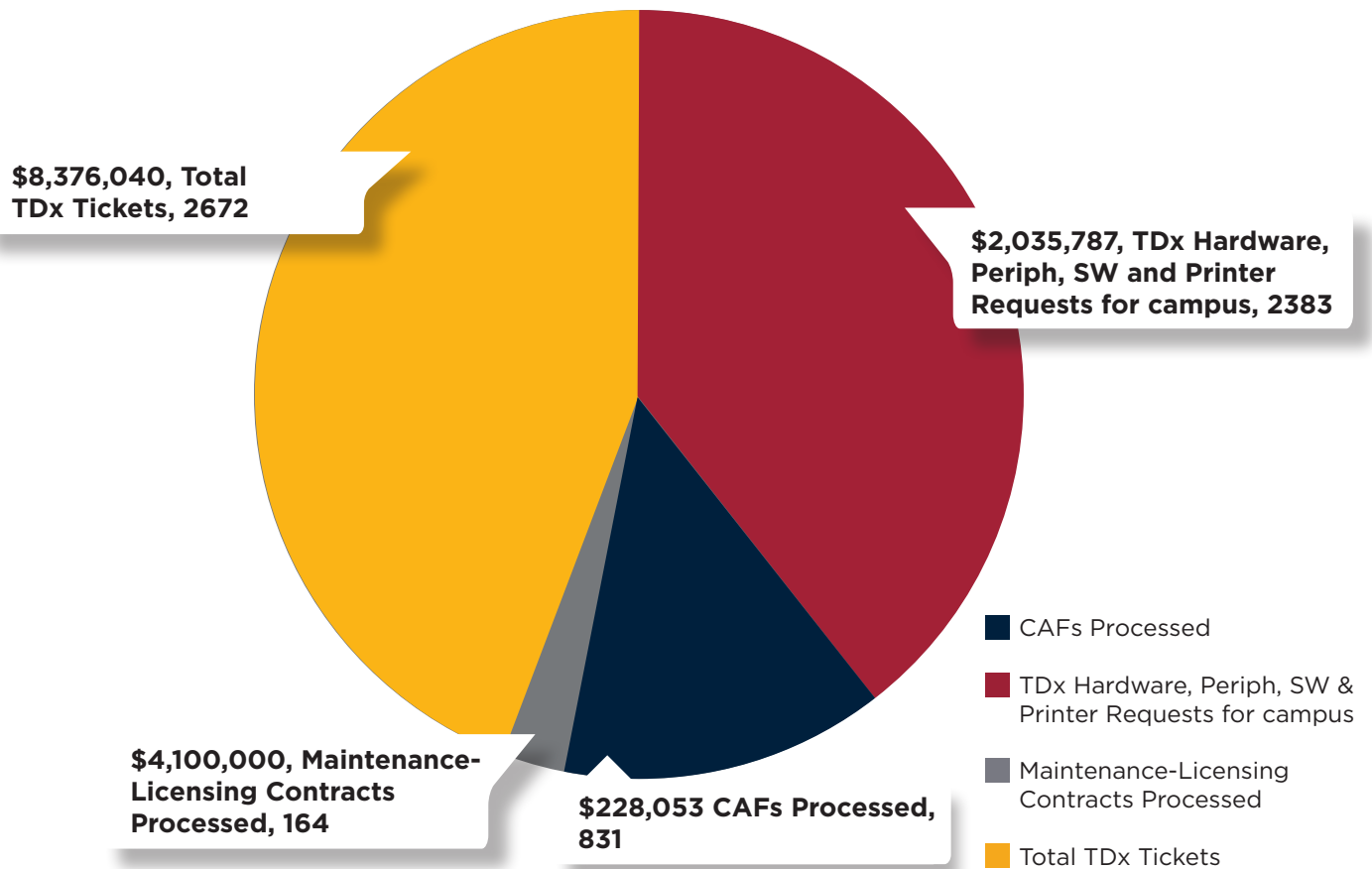


IT Administrative Services

The IT Administrative Services (IASC) manages and reports on the VPIT/CIO Division's approximately \$25 million operating and miscellaneous budget and provides strategic decision-support to the DOIT (Division of Information Technology) leadership. We have an exceptional team that seeks effective solutions for our customers. Together, we are improving external and internal financial reporting, while developing and maintaining administrative best business practices that include financial transparency, insights and solutions. IASC is responsible for everything financial including process management of budget and financials, procurement, travel, billing, and the centralized management of the administrative operations for the division. IASC Human Resources liaison supports employees and managers with a range of services and programs designed to help them succeed and thrive in their roles. With over a hundred employees and counting across the division, DoIT's Human Resources Team, in concert with Chico State's central Human Resources, engages in and partners on a wide variety of critical functions, including: talent acquisition, professional development, performance management, new employee onboarding, leave and absence management, assistance, and support to navigating changes in employees' personal and professional lives such as retirement.

In service to the Division, IASC processed 2672 procurement requests through our Team Dynamix ticketing system totaling \$8,376,040. We manage over 164 maintenance and licensing agreements totaling over \$4.1 million and 26 Blanket agreements totaling \$630K. We processed 2383 campus requests for Hardware, Software, Printers, and computer peripherals of \$2,035,787. We processed 831 Income Charge Authorization Forms amounting to \$228,053.

IASC Services Processed





DoIT Student Employees

At Chico State the student experience begins here with real work experience within departments of IT that expose students to real world challenges and a collaborative office environment. The Division of IT proudly sponsors 70 student assistants that manage services desks and light office work on campus.

40,885
hours worked

\$637,700
paid



70 Student Assistants

Technology Equity and Inclusion

The Technology Equity and Inclusion department was formed in October of 2022. TEIN's goal is to facilitate the unified delivery of accessible and inclusive platforms and services. TEIN is committed to empowering students, staff, and faculty as partners of an equitable and inclusive learning community. Below are key accomplishments for 22/23:

How do we evaluate the experience of our users in digital spaces?

With this question in mind the web services team within TEIN analyzed and developed a new User Experience model/service for campus.

Research Methods



Usability Tests – Using a computer or phone, participants interact with design prototypes by following written instructions.



Tree Tests – Participants are asked to find specific pages within a navigation menu that is isolated from other visual parts of a website.



Interviews – A question and answer session with people from the target audience. A great way to gather qualitative insights.



Visual Affordance Tests – with only brief glance of 3-5 seconds, participants must describe the page they just saw and the content's purpose.

Who makes decisions about the campus web?

The campus web is a main source of information for current and prospective students. Up until this year standards, roles and responsibilities were not explicitly clear. That changed with the passage of the Web governance policy.

DoIT welcomes Technology Equity and Inclusion

In October of 2022 the Division of Information Technology welcomed the Office of Accessible Technology and Services from Student Affairs. OATS was combined with Web Services and formed Technology Equity and Inclusion. This new department has come together and successfully launched a combined website.

Technology Equity And Inclusion



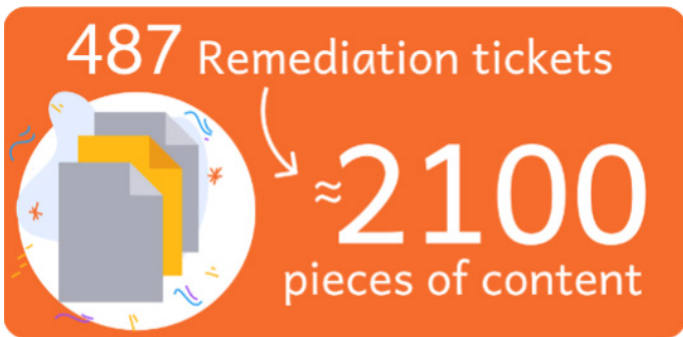
What are we going to do about digital equity and literacy gaps?

The TEIN department has gathered lots of feedback and information on digital equity and literacy issues. A decision was made this year to create the Center for Technology Equity. This center provides technology equity and digital literacy services, ensuring that all students, staff, and faculty have equal access to the technology, training, and resources necessary to succeed academically and in the workplace. On April 12th and 13th, the Center for Technology Equity held an event in partnership with an Affordable Connectivity Program (ACP) provider to bring **\$11 tablets and free internet** to the Chico State community. This event was a tremendous success, providing nearly 200 tablets to the campus community. For those that had a need but did not qualify for ACP, hotspots were provided thanks to hotspots available from the foundation board gift. For those that had a need but did not qualify for the ACP, hotspots were provided thanks to hotspots available from the foundation gift of \$72,000.



Keeping our campus accessible!

Chico State has consistently been recognized as a leader in the accessibility space. In 22/23 we continued progress on our proactive remediation and evaluation approach. Also, TEIN's alternative textbooks process continues to serve a high number of students with disabilities.



Vice President | Chief Information Officer



The OCIO supports Chico State’s mission through a wide range of services and partnerships across the University. Our primary focus is on providing information technology products and services that meet the needs of the Chico State community and achieve the highest level of customer satisfaction. We strive to align technology vision with academic, administrative, and fiscal strategy by integrating institutional processes with the appropriate technologies. As a trusted technology partner to campus, we are widely seen as a leader in providing a robust infrastructure for campus technology needs and in identifying and deploying new technologies that enable academic innovation in teaching, learning, research, and scholarship.

Organizational Re-design

The organizational redesign represents a critical opportunity to ensure the new IT Division is aligned with the strategic direction of the institution. For our institution to thrive in the current challenging and changing environment, we must become more innovative while improving our stakeholders’ experience. It is often technology that will facilitate that innovation. And this new organizational structure is designed to push IT to that next level beyond operations to driving, being, and living innovation, sustained project delivery, and organizational excellence.

A successful consolidation of IT services in the Division of IT will significantly reduce cost of service delivery, speed up service delivery, and improve the customer experience through:

- Single point of contact for end users.
- Integrated technology solutions where it makes sense.
- Standardized processes.
- Staffing integration.
- More career progression opportunities within a larger IT organization (upward mobility)

Business Information Technology (BITS) was brought into the Division of Information Technology in September of 2022 from the Division of Business and Finance. This move is in alignment with our IT Strategic Plan to centralize the responsibility for managing technology products across the campus, where appropriate.

In October of 2022 the Division of Information Technology welcomed the Office of Accessible Technology (OATS) and Services from Student Affairs. OATS was combined with Web Services and formed Technology Equity and Inclusion (TEIN). TEIN is led by Director, Jeremy Olguin. A successful consolidation of IT service delivery will significantly reduce cost of products and service delivery, speed up service delivery, and improve the customer experience through:

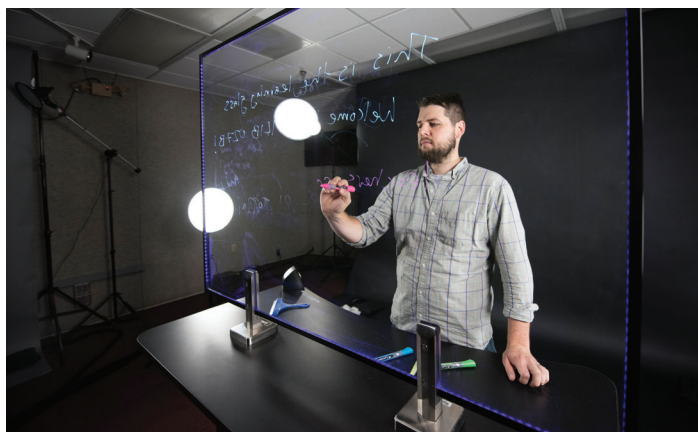
- Single point of contact for end users (breaking silos)
- Integrated technology solutions where it makes sense.
- Standardized processes

In October 2022, DoIT worked with the health center to integrate IT support of the health center into the central IT organization when they had an open recruitment for an IT support position. Recruitment began for a central IT support position to support the WellCat Health Center. This re-alignment of IT support into the central IT organization has resulted in a highly skilled technology support resource that is now supporting WellCat Health Center technology needs within the training and support structure of centralized IT. This model of high-touch specialized support within a framework of knowledge and best practices creates value beyond what an isolated support structure could achieve.

In June 2023, Academic Technology (AT) and the Technology and Learning Program (TLP) led by an Academic Technology Officer was recently re-organized into the Division of IT from Academic Affairs to:

- Provide clear leadership accountability for all technology strategy, budget, and service quality.
- Facilitate planning and priority setting across all portfolios of technology.
- Improve the ability to redeploy resources and align IT priorities with university priorities by enlarging the use of technology to support the academic experience of students.
- Integrate staffing and services to support academic technology.
- Unify end-user support and establish a culture of partnership and transparency between IT service providers and University end-users.
- Deepens resources available to support business process improvement and analytics.
- Facilitates cross-training and creating efficient digital processes and services.
- Increases visibility and ability to act on opportunities to reduce IT costs by leveraging the functionality of existing technology solutions and services including improving adoption and reducing duplication.
- The Academic Technology department is responsible for developing and implementing the vision for robust, cutting-edge instructional technology support program for Chico State faculty, staff, and students in support of the strategic plan. They support the implementation of innovative instructional technologies in classrooms, online and across campus as needed. They manage the administration of Chico State’s Learning Management System (LMS), tools and processes including LMS upgrades, maintenance, trouble shooting, and LMS technical support (for students, faculty, and staff). They participate in and attend, on an ongoing basis, activities related to instructional and learning technologies design and development across campus for all learning spaces (classrooms, labs, conference rooms and others). The classroom technology services team (CTS) leads the support for all campus teaching computer labs including software builds, hardware refresh cycles, and audio-visual technology.

In June 2023, The Continuous Improvement Unit was re-organized from the Division of Business and Finance into the Central IT organization - DoIT. This team will join the Project and Change Management Office and will be solely responsible for the development, implementation and ownership of continuous improvement and operational excellence throughout the university by applying advanced problem-solving tools and methods, and modeling problem solving for the organization. The Team is also responsible for assessing the effectiveness of business and operations functions and process; planning, leading, and facilitating project teams; offering recommendations for and driving sustainable improvements; demonstrating strategic thinking and innovation in the areas of continuous improvement program design and execution.





Standing up our inaugural Project and Change Management Office

Chico State's Division of Information Technology (IT) had a quasi-change management and portfolio management function that was resourced with one FTE acting as a Project Coordinator and two other resources in EAPP. This function was not able to meet the needs of the growing portfolio of projects, and there was a high risk of projects not completing on time, within budget, or with quality. In January 2023, the Division of IT set up its first ever centralized Project and Change Management Office (PCMO). The new PCMO is staffed with experienced project managers and a director, and its goals are to:

- Align projects with the organization's future strategy.
- Deliver projects successfully.
- Create a portfolio of projects and understand the links and dependencies between them.
- Facilitate better communications with customers and stakeholders.
- Enforce project management governance and ensure consistent standards throughout the organization.
- Strategize how to best use shared resources.

The creation of the PCMO is a significant improvement over the previous situation, and it is expected to help Chico State deliver projects more successfully and efficiently. In the long term, project management and organizational change management leadership will help the PCMO to become a strategic partner with the executive leadership, the business side, students, faculty, and the rest of the Chico State community. Short-term gains being made by the PCMO is that the team is already sparking dialogues with those who authorize project spending and have the implicit fiduciary obligation to drive project benefits. In June of 2023 Shannon Roskosky was hired as our director of the PCMO.

Restructuring of Institutional Research Office

In FY2021-22, the President of Chico State created a new Division of Information Technology (DoIT) with a Vice President who reports directly to the President. This restructuring moved the old IT department from Academic Affairs to a cabinet-level division. As part of this restructuring, Institutional Research and Strategic Analytics (IRSA) is now a direct report to the DoIT Vice President. This move gives IRSA a closer relationship with the Cabinet and the President. It also gives IT and IRSA a stronger voice and more of a university-wide role with data, data warehousing, data transformation, data security, and data governance. IRSA's mission is to build a data-driven culture at Chico State that supports strong, clear, and effective decision making. To do this, IRSA focuses on the following areas: data governance, data literacy, data quality, compliance reporting and support, emerging technologies, and strategic analytics.

IRSA serves the campus by providing access and design of reports, dashboards, and visualizations; expertise in enrollment management; predictive modeling to support the University's admissions process and retention efforts; and advisory services on university committees and key initiatives to facilitate the use of central data resources. In February 2023, Tricia Douthit joined DoIT as the new Senior Director of the IRSA Office. Under her leadership, IRSA will lead and mature DoIT's capability of ensuring that there is one single place of access which can supply all relevant data for data-driven decision making. IRSA will also be responsible for ensuring that data is used as an asset, improving links between siloed databases and data stores, and making information and data easier to access online. In addition, IRSA staff will serve as data strategists and advisers, stewards for improving data quality, champions for data sharing, technologists, and developers of new data products. By evaluating student records, university financials, research data, and more, IRSA supports Chico State's responses to higher education's biggest challenges such as:

- How to address declining enrollment
- How to support the most at-risk and under-served populations.
- How to evaluate programs to best support student success
- How to use institutional data to predict outcomes.

By responding to these and other challenges, IRSA will mature from providing standardized data analysis to:

- Integrating and using data as an asset and governed accordingly, where data analytics helps inform decision making through predictions and specific actions that lead to improvements.
- Optimizing and making data analytics core to Chico State's culture and operations.
- Encouraging experimentation and innovation with actionable outputs.

To support this vision, IRSA is being re-organized into four distinct capabilities:

- Data Governance
- Data Literacy
- Data Quality
- Strategic Analytics



Revamping of Policies and Procedures

The Chico State Web Governance Policy passed in the fall of 2022 and defines a unified web policy that all University and University-affiliated websites shall follow regarding web standards, branding, accessibility, security, maintenance, compliance, and enforcement. The Web Accessibility and Compliance Committee (WACC) began reviewing non-compliant sites and notifying site owners of the steps needed to bring them into compliance. Chico State had two siloed email policies in place. The new policy will eliminate the confusion of the two policies and consolidate all users of the Chico State e-mail system. All of campus (students, employees, emeritus, retirees, other Chico State Affiliates, and authorized third party users) will operate on the same platform. Through work with the Vice President of IT and the University Technology Advisory Committee (UTAC), work began in spring of 2022, on a single policy that would incorporate ALL users of the Chico State e-mail system. This policy sets forth the guidelines for the responsible and efficient use of e-mail services and appropriate use of the official University e-mail accounts.



Maturing IT Governance

The overall success of any IT department depends on the strength of its underlying processes. By committing to improve these processes, the Division of IT worked towards a 20% reduction in technical debt, spending less time firefighting and more time delivering excellent value to our university community through process improvement initiatives. Using the Infotech IT Management and Governance Diagnostic, and the 45 core IT processes, the Division of IT has a roadmap for plotting risk mitigation strategies and a baseline for measuring process improvement based on impact and highest value. This process ensures accountability through subsequent periodic assessments to monitor progress towards the implementation of appropriate controls, process ownership, and benefit realization from optimizing processes.

Bolstering Chico State's Cybersecurity and Risk Management Posture

The Division of IT supports Chico State's mission through the cultivation of cybersecurity knowledge and best practices into everyday campus life, by sustaining resiliency and protection for its mission-critical systems and data, and by positioning the campus to defend itself against disruptive cyber events. Through ongoing collaboration with campus stakeholders to meet CSU Information Security policy obligations, the division remains committed to achieving this initiative by ensuring Chico State's IT infrastructure remains to be a safe and secure environment. To reach our target state we have developed the following roadmap: (1) Improve Campus Information Security Practices, Procedures, and Guidelines; (2) Deploy Defender for Endpoint (workstations) and Defender for Cloud (servers); (3) Virtual Security Operations Center (SOC) for Chico State; (4) Measure security deployed controls to IT; (5) Automate user re-authorization and role-based access; (6) Conduct Sensitive Data Inventory Survey for Chico State; (6) Achieve PCI (Payment Card Industry) Compliance for Chico State; (7) Update Business Continuity and Disaster Recovery plans ; (8) Revamp our Cyber Security Culture & Awareness Program, and Email Security Automation; (9) Implement a Governance Risk Compliance (GRC) / IT Risk Management Program; (10) Implement Data Loss & Prevention (DLP) for Endpoints and Cloud Storage; (11) Build a 2-year Information Security Strategy and Plan for Chico State. This is a multi-year roadmap that will require people and financial resources to implement and sustain. President Hutchinson and her cabinet funded our new cyber security initiatives with over \$900K in recurring budget allocation.



Strengthening of Security Office & Security Policies

In August 2022, Chris Witthans joined DoIT as the Information Security Officer in the Information Security Office. Since his arrival in the spring of 2023, Information Security (ISEC) launched the Sensitive Data Inventory Survey. The results will be aggregated and shared with respective data stewards and the ISEC team to ensure that CSU policies and regulatory requirements are met for Level 1 data. In the Spring of 2023 ISEC acquired a new solution “KnowBe4” to provide Chico State with world class Security & Awareness training for campus employees and students as well as best-in-class tools to automate and bolster detection and removal of phishing and malicious email from the campus’s email environment.

- Completed a comprehensive and realistic risk and maturity assessment of Campus and decentralized IT that included several industry baseline checklists and mapping of tools needed to address critical gaps (August 2022)
- Acquired enhanced licensing to bolster and improve Microsoft o365 security controls for campus users (November 2022)
- Worked with ITSS and ESYS to deploy Microsoft Defender to campus-owned PCs, Macs, and Servers (November 2022 - March 2023)
- Collaborated with ITSS and ESYS to develop self-support KB articles to deploy VPN, Defender for Linux users (November - March 2023)
- Began expansion of automated vulnerability messaging to include IT areas outside of DoIT (December 2022)
- Implemented Pathlock single sign-on (SSO) into Chico State’s Student and HR PeopleSoft environments (January 2023)
- Worked with EAPP to prioritize and decommission the campus’s legacy Reporting and Data Store (RDS) - Delphi (February 2023)
- We are now enforcing multi-factor authentication (MFA) for all remote VPN users (February 2023)
- Identified and removed critical network firewall exceptions to reduce risk exposure to campus IT (February 2023)
- Fully integrated Red Canary 24/7 Virtual Security Operations Center (VSOC) (February 2023)
- Developed a Current, Target, and Roadmap State for Information Security Program (March 2023)
- Developed, strengthened, and implemented Cyber Incident Response runbooks and procedures (March 2023, ongoing)
- Presented ISEC’s model for operationalizing our plan in alignment to the DoIT Strategic Plan (April 2023)
- ISEC and IRSA collaboration to deploy and launch a revised Sensitive Data Inventory to Chico State (April 2023)
- Charging down a path to bring Chico State into compliance with Payment Card Industry (PCI-DSS) regulatory requirements for campus areas that accept credit card payments on behalf the university (April-August 2023).
- Working with faculty to centralizing academic servers that had previously been maintained outside of DoIT (April 2023)
- Engaged with Microsoft unified support to evaluate and strengthen security controls in MS Defender (May/June 2023)
- Developing a new annual user re-certification module in Account Center to support campus user access re-authorizations (June 2023)
- Provided leadership to PeopleSoft functional leads and EAPP to begin masking Level 1 data in development PeopleSoft (CS & HR) (May 2023)
- Integrated and deployed KnowBe4 to secure the unified Campus o365 email environment and provide world-class end-user Security & Awareness Training to Campus Employees and Student (June 2023, ongoing)

Creation of a Center for Technology Equity and Digital Literacy

In the fall of 2023, the Division of IT in partnership with Meriam Library, will launch the **Center for Technology Equity**. End user feedback received through a Division of IT survey in Spring 2022 showed that our campus is following a national trend in technology equity becoming a significant known issue. The center offers us the opportunity to make improvements and ensure that all students, staff, and faculty have equal access to the technology, training, and resources necessary to succeed academically and in the workplace. By implementing these strategies, offering these services, and addressing digital literacy gaps, we can provide a truly inclusive experience. Anna Banks was hired in April 2023 as the Coordinator for the Center for Technology Equity.

Key objectives:

- Ensure that all students have equal access to technology and the training necessary to navigate academically required content and systems.
- Scaleup and expand on previous technology equity work and provide students, staff, and faculty with comprehensive services in digital literacy, internet connectivity, devices, and infrastructure, technology training, and hardware/software tools required to complete their degree/employment objectives.
- Provide a one-stop shop for technology lending.

Network Refresh

The Division of IT completed work on the Network Refresh Project in March of 2023, an initiative that involves switching out the network equipment in all state-supported buildings that provides connectivity to all campus technology assets. This project was no small feat, occurs every six years, and involves a strategic 3-way partnership of Chico State subject matter experts, a best-in-industry vendor (Deloitte), and financial support from the Chancellor's Office.

These highlights reflect the magnitude of the campus-wide network refresh:

- 226 high-density switches installed and migrated.
- 9,780 network ports installed.
- \$777,000 of network switch equipment

This network refresh gives Chico State the prestige of having the best-in-higher-education network, further enhancing the Chico experience with the most powerful, sustainable, and nimble infrastructure in the CSU system.



IT Communications

Strategic Communications

In January of 2023, the VPIT/CIO introduced a strategic communications role to serve as part of the service desk of the Office of the CIO. This position has four primary sets of responsibilities: 1) manages and executes complex strategic communications plans and programs, 2) represents the VPIT/CIO's office on division and campus wide communications groups and initiatives, 3) identifies specific communications needs for the Division of IT and develops the content and process for organizational improvements, and 4) develop change and communication plans aligned with broader University and IT project specific objectives. Jatinder Sandhu was hired into this role in January 2023, and highlights from her contributions to the division include:

- Collaborated with SMEs throughout the Division of IT to craft targeted communications for the campus community, to help them understand the highly technical and often complicated matters surrounding IT.
- Commenced a monthly IT newsletter intended not only to provide readers with additional insight into what is happening within the DoIT, but also to provide an informative outlet on the technologies and services that we provide in support of the work on campus.
- Collaborated with entities across campus to strategize and implement communication plans for highly visible projects, such as Affordable Connectivity Program that provided hundreds of students with free tablets and the Common Human Resource System (CHRS), a CSU-wide project led by the Chancellor's Office.
- Operationalized the Chico State IT Strategic Plan by positioning the Division of IT as a strategic partner to campus. The tactics included: promoting free IT services available on campus that provide digital equity, simplifying communications to meet the needs of a diverse audience with various backgrounds in technology, and using effective communication to create a bridge between organizational silos within the division.

DID YOU KNOW?

Laptop Lender Program: The Division of IT has a thriving **laptop lender program** with over 900 laptops in the pool. 441 students are currently using laptops provided by the lender pool. Students can keep a lender on a per-semester basis. Staff and Faculty can do short-term loans while their assigned laptop/computer is being serviced or when waiting for a laptop they ordered to arrive.



Borrow a Laptop

ASK THE EXPERT

Why do I need an ITPR for software I want to install on my computer?

Chico State is committed to having all programs and software used on campus meet federal accessibility standards, as it protects members of our community from service doesn't implicitly have user friendly options for a diverse population. It also allows DoIT to address data privacy and cyber security issues that **may** make our campus systems vulnerable.


Learn about ITPR



DOIT AROUND CAMPUS

A Tribute to President Hutchinson

On **May 16th**, an emotional campus community celebrated the career and many contributions of President Hutchinson during her 30 year tenure at Chico State, including her support in creating the inaugural Division of IT in 2021 and bringing Vice President of Information Technology Montique Sander on board to grow and manage the brand new division. The Division of IT worked together to construct a technology-themed centerpiece to display at President Hutchinson's retirement party, featuring both historic and modern equipment in the tower, and slideshow of employees holding up signs stating well-wishes for her retirement.





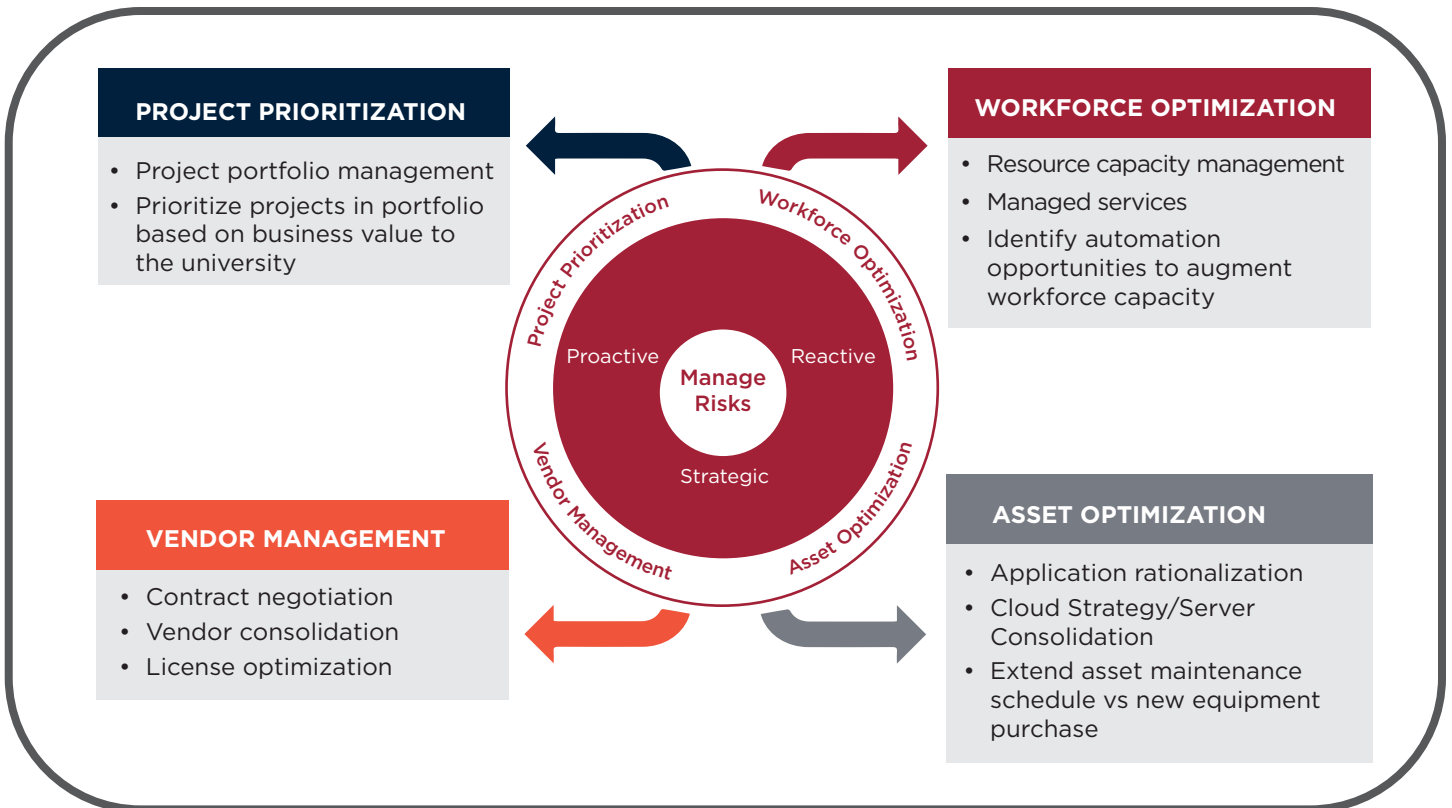
IT Fiscal Readiness

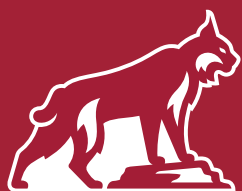
With the decline in enrollment and subsequently, a decline in revenues, The Division of IT like all other areas of the university was faced with the challenge of planning for a reduction of budget over the next three-five years. A starting point for cost optimization for us has been focused on adjusting our frame of mind. knowing that it is not just about making painful cuts - but rather making it a creative pursuit of thriving and surviving. The DoIT Leadership Team brainstormed several cost optimization/savings scenarios and refined the options based on items that we can directly influence. We analyzed key drivers, such as position planning and IT maintenance and software licensing, both historically and forecasted.

Our planning process is guided by the following principles:

- Cost optimization is not just about cutting costs, but also about making smart spend and investment decisions.
- Cost optimization is a strategic decision-making process that sets out to minimize waste and get the most value for money.
- Cost optimization encompasses near-term, mid-term, and long-term tactics and objectives, all of which are related and build upon one another.
- A sound cost optimization strategy should be inherently flexible, sustainable, and consequence-oriented with the positive goal of generating net benefit for the organization over time.

The DoIT Leadership Team is facing a challenge: how to cut costs without sacrificing the quality of IT services. The team has defined four focus areas for cost optimization: vendor management, asset optimization, project prioritization, and workforce optimization. These strategies will take time to implement, but they have the potential to save the division money in the long run and we have identified strategies that will save us a total of \$2.3M over three years.





California State University Chico
Information Technology