Executive Summary

IT Strategy Objective
The IT Strategy provides a framework that guides the Division of IT at California State University, Chico (Chico State). The IT Strategy focuses on improving technology products and services; building and strengthening strategic partnerships; and contributing to the success of students, faculty, and staff at Chico State. The IT Strategy is in support of the University’s Strategic Plan, priorities, and enduring commitments to the campus community.

IT Strategy Objective
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

Each Strategic Pillar includes specific goals, tactics, and measures of success.

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.
“I am excited to work with the Division of IT through this progressive IT strategic plan to lead Chico State through a transformative experience where technology will be at the core of how we learn, teach, do research, and work by enabling greater innovation, service, and stewardship of our university resources. We are ready to move forward with the opportunity to re-imagine IT and how together we will modernize and elevate the delivery of technology services across the University.

Go Wildcats!!!!! Go DoIT!!!!”

Dr. Monique Sendze, Vice President of Information Technology and Chief Information Officer
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.

Mission of the Division of IT
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.

Strategic Pillars
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
## Strategic Pillars: Goals and Guiding Principles

### 1 Equity, Diversity, and Inclusion
**Goals**
1.1 | Embody the values of Equity, Diversity, and Inclusion in the practices, culture, and relationships within the Division of IT
1.2 | Demonstrate the values of Equity, Diversity, and Inclusion through exceptional service to the campus community
1.3 | Improve digital literacy and technology equity across campus to bridge inequity gaps

### 2 Operational Efficiency and Effectiveness
**Goals**
2.1 | Streamline processes within the Division to better serve the campus community
2.2 | Establish an enterprise approach to technology products and services
2.3 | Improve recruitment and retention of skilled IT personnel
2.4 | Student Employees Growth and Retention

### 3 Governance and Decision Making
**Goals**
3.1 | Implement adaptive IT governance to consistently deliver ideal outcomes
3.2 | Increase engagement with the campus community to understand needs and prioritize initiatives
3.3 | Establish an enterprise level data governance framework to improve reporting and data analytics
3.4 | Bolster Chico State’s cybersecurity and risk management posture

### 4 IT as a Strategic Partner
**Goals**
4.1 | Proactively communicate and collaborate with campus stakeholders to identify challenges and develop solutions
4.2 | Optimize IT training and self service tools to improve digital literacy
4.3 | Increase knowledge sharing and coordination between the Division and the campus community

### 5 Empowering Students and Student Success
**Goals**
5.1 | Provide students with access to modern, equitable, and reliable technologies
5.2 | Support university wide initiatives for student enrollment, engagement, and retention
5.3 | Enable seamless and innovative learning opportunities
5.4 | Engage faculty with innovative academic technologies to improve pedagogy and students’ learning experiences

### 6 Innovation, Transformation, and Agility
**Goals**
6.1 | Transform business processes across the University with innovative technology solutions
6.2 | Drive and support technology innovations with agility and flexibility in the Division of IT
6.3 | Leverage the scale of the CSU system to share knowledge and improve technologies at Chico State and beyond

## Guiding Principles
- **Providing Value**
- **Driving Innovation**
- **Celebrating Diversity**
- **Empowering Students**
- **Building Partnerships**
- **Embracing Change**
Equity, Diversity, and Inclusion

The values of Equity, Diversity, and Inclusion are of utmost importance to the Division of IT at Chico State.

These values embody the desire of the Division to be a diverse, equitable, and inclusive place to work where all employees feel a sense of belonging, pride, and purpose in their roles.

The Division strives to demonstrate these values in exceptional service to the Chico State community by furthering Equity, Diversity, and Inclusion (EDI) initiatives; building strong, meaningful relationships with students, faculty, and staff; promoting digital literacy; and providing equal access to IT products and services.

Equity, Diversity, and Inclusion are ingrained in the culture of the Division of IT and displayed through its ongoing commitment to supporting the University’s goals.
Embody the values of Equity, Diversity, and Inclusion in the practices, culture, and relationships within the Division of IT

These values are ingrained in the practices, culture, and relationships within the Division and create a workplace that is equitable, inclusive, and desirable for all employees.

**Tactics**

A. **Equity, Diversity, and Inclusion (EDI) Committee:** Establish an inclusive committee within the Division that helps establish, communicate, and further EDI initiatives across campus. Help build a unified language that establishes common terms for EDI. Identify and eliminate barriers for underrepresented groups to help develop a sense of belonging. Utilize the Diversity and Inclusion Certificate Program provided by the Office of EDI to train staff and support the commitments of the office. Incorporate EDI values into IT processes and procedures.

B. **Employment Diversity:** Increase the demographic, ideological, and skillset diversity of the workforce within the Division (including student employees) through targeted recruitment efforts and development programs.

C. **Employee Onboarding Experience:** Create a robust onboarding experience for new employees that integrates them into the Division, trains them effectively, and helps them build relationships with coworkers.

D. **Career Development Program:** Implement a consistent career development program that incorporates individual goals and sets a path for growth in the organization.

**Measures of Success**

- The EDI Committee is created with diverse representation
- EDI goals and initiatives are established and communicated regularly
- There is a common language that establishes consistent terms for EDI
- All staff within the Division participate in the Diversity and Inclusion Certificate Program
- EDI values are included in IT processes and procedures (e.g., IT Purchase Review (ITPR) and vendor evaluations)
- Demographic, ideological, and skillset diversity is increased in the workforce of the Division
- An engaging onboarding process for new employees is established and effectively integrates them into the organization
- A consistent career development program is established and includes individual goals and growth pathways
1.2 Demonstrate the values of Equity, Diversity, and Inclusion through exceptional service to the campus community

The Division of IT reflects its core values when interacting with stakeholders across campus to build strategic partnerships and improve satisfaction with IT products and services.

**Tactics**

A. **Campus Presence**: Increase the Division’s presence on campus by attending and helping facilitate EDI events on campus. Improve communication of events that the Division can attend. Utilize these events to educate stakeholders on IT products and services and emphasize that the Division’s desire to meet their needs.

B. **Customer Service Culture**: Strengthen the culture within the Division that demonstrates a customer first mindset to deliver services directly to the areas of greatest need. Proactively communicate to understand challenges, develop solutions, and exemplify the Division’s core values.

C. **Diversity of Feedback**: Develop a feedback mechanism that includes a diverse set of customers which enables the Division to identify needs and take action to demonstrate core values.

D. **Community Alliance Program**: Create an alliance program within the Division that builds relationships with diverse communities. Educate staff on the importance of EDI and how to embody these values in practice. Utilize existing communication tools to develop community groups built on shared interests that help foster personal relationships across campus.

**Measures of Success**

- Campus EDI events that the division can participate in are identified and communicated on a consistent basis
- Representatives from the Division regularly attend EDI events on campus (e.g., Equal Opportunity Program (EOP) graduation, LGBTQ+ graduation, WellCat Welcome, etc.) to demonstrate IT’s core values and alliance with diverse communities
- Campus stakeholders understand and observe the core values of the Division when interacting with IT staff
- The Division demonstrates a customer first culture to deliver services to the areas of greatest need and communicate proactively
- A cadence for connecting with support systems across campus (e.g., Chico Student Success Center, EOP, etc.) is established to collectively further their missions in coordination with the mission of IT
- Feedback mechanisms are developed to include a diverse set of customers and experiences that identify opportunities for the Division to take action and demonstrate core values
- An alliance program is developed to connect diverse communities and includes regular training that focuses on putting EDI values into practice
1.3 Improve digital literacy and technology equity across campus to bridge inequity gaps

The Division of IT helps lead digital literacy efforts and ensure equitable access to technology products and services for students, faculty, and staff to bridge inequity gaps across campus.

**Tactics**

A. **Center for Technology Equity**: Create a Center for Technology Equity through which all students, faculty, and staff have equal access to technology. Include appropriate staffing, robust communication plan, dedicated roles and responsibilities, and a website redesign to make information more succinct.

B. **Digital Literacy Training Improvements**: Coordinate with campus groups (e.g., Library, Student Affairs, etc.) to help lead digital literacy efforts at the University, target contextual based training to specific audiences and use cases, and establish groups that help bridge technology equity gaps. Utilize existing learning management systems to provide self service training for students, faculty, and staff.

C. **Break Down Barriers**: Create an environment that encourages students to utilize the IT products and services that are available to them.

D. **Accessible Instructional Materials**: Create processes, training, and best practices in collaboration with campus groups that improve the accessibility of instructional materials. Include a clear and effective communication plan to staff and faculty charged with the creation of instructional materials. Educate faculty on the importance of accessible instructional materials and their value to student and success. Produce and present a clear document remediation workflow to assist faculty in the creation of accessible instructional materials while looking for opportunities to integrate automation techniques.

**Measures of Success**

- The Center for Technology Equity is created with dedicated staffing resources and activities that are communicated to staff and students on a bi-weekly basis.
- The communication plan and outreach model for the Center of Technology Equity is established and includes defined roles, responsibilities, and workflows for handoffs to the Division of IT.
- The website for the Center for Technology Equity is kept up to date and highlights services that support the needs of campus stakeholders.
- Digital literacy training is targeted to specific groups and use cases to improve digital literacy and bridge technology equity gaps across campus.
- The Division of IT coordinates with the Library and other campus groups to develop digital literacy groups and educate stakeholders on IT products and services.
- Self service training courses are available in learning management systems.
- Increase in the number of students that utilize the IT products and services that are available to them.
- Achieve 100% accessibility score for courses offered online.
- Campus faculty understand and participate in the process of creating accessible instructional materials – measured through survey results.
- Training and best practices materials for accessible instructional materials are available for in person and online learning.
Operational Efficiency and Effectiveness

The Division strives to continuously optimize processes and procedures to streamline technology support across campus.

Operational efficiency improves communication, coordination, and capacity in the Division of IT to better manage technology products and services.

Operational effectiveness increases customer satisfaction and understanding of supported technologies.

Operational efficiency and effectiveness raise the value of IT services for all stakeholders and enable the Division to continue further strategic technology initiatives.
2.1 Streamline processes within the Division to better serve the campus community

Process improvements that increase operational efficiency, the value of IT services, and fundamentally change the way the Division operates.

<table>
<thead>
<tr>
<th>Tactics</th>
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<tbody>
<tr>
<td><strong>A.</strong> IT Project and Change Management Office (PCMO): Create a centralized PCMO to improve consistency and execution of technology initiatives, lead business process transformations across campus, manage change, and support internal and external change adoption.</td>
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<td><strong>B.</strong> Service Request Intake Process: Formalize service request intake processes, elevation mechanisms, and communication channels for ticket progress and resolution.</td>
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<td><strong>C.</strong> IT Project Request Intake Procedures: Standardize IT project intake procedures and communicate these procedures to stakeholders to help improve technology project management and request consistency.</td>
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<td><strong>D.</strong> IT Operations Visibility: Increase visibility into IT operations by implementing a Configuration Management Database (CMDB) to proactively manage the portfolio and configuration of technology systems and the interdependencies between them.</td>
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<td><strong>E.</strong> Leverage Automation: Continuously seek to leverage automation, where possible, to increase IT staff focus on strategic initiatives.</td>
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<td><strong>F.</strong> Self Service Tools: Implement robust chat bots and self service tools to expand IT support hours for the campus community.</td>
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<td><strong>G.</strong> Root Cause Analysis: Implement a systematic process for identifying and analyzing the root cause of the problem or events that occur.</td>
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<th>Measures of Success</th>
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<tr>
<td>❑ A centralized IT project management office is established with adequate resources and helps improve consistency of managing technology initiatives, leading business process transformations, and managing internal and external change.</td>
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<td>❑ Formal service request intake process, elevation mechanisms, and communication channels for help desk tickets are established.</td>
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<td>❑ Service request ticket response times are improved.</td>
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<td>❑ A separate, standardized process for requesting IT projects and initiatives is established and communicated across campus.</td>
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<td>❑ A CMDB is implemented and provides the Division with actionable information to manage systems effectively.</td>
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<td>❑ Operational tasks and procedures (e.g., access provisioning) are automated, where possible.</td>
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<td>❑ IT support is extended during non standard business hours using chat bots and self service tools.</td>
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<td>❑ Root cause analysis procedures are implemented and help reduce recurring incidents as problems are identified and resolved.</td>
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2.2 Establish an enterprise approach to technology products and services

The strategy to clearly define, communicate, and provide the supported technology products and services is designed to reduce technical debt and duplicative systems, improve service delivery, and educate stakeholders on supported technology.

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<th>Tactics</th>
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<tr>
<td>A. <strong>Applications and Systems Inventory</strong>: Lead a collaborative, campus-wide initiative to develop an inventory of applications and systems used on campus to identify and consolidate duplicate systems with similar functionalities where appropriate.</td>
<td>- A collaborative, campus-wide initiative to develop an inventory of applications and systems is led by the Division of IT</td>
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<td>B. <strong>Software Library</strong>: Create a comprehensive, accessible, and easy to use software library that includes clear descriptions about system functionality and use cases.</td>
<td>- Duplicate applications and systems with similar purposes are identified and consolidated on enterprise systems (e.g., document management, door/security access, virtual communication, electronic signatures, business intelligence tools, etc.)</td>
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<td>C. <strong>Centralized Technology Asset Management</strong>: Centralize the responsibility for managing technology products across campus, where appropriate, within the Division of IT (e.g., desktops, infrastructure, enterprise systems/applications).</td>
<td>- A comprehensive, accessible, and easy to use software library is established and includes clear descriptions of system functionality and use cases</td>
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<tr>
<td>D. <strong>Technology Procurements</strong>: Implement a strategy that includes the Division of IT at the inception of technology procurements so that the Division can consult with stakeholders about currently available resources and technology requirements.</td>
<td>- Processes are established to ensure the software library is consistently up to date</td>
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<td>- Statistics regarding the adoption and effectiveness of the software library are collected and analyzed to identify opportunities for improvement</td>
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<td>- Technology costs are reduced from alignment on enterprise platforms, economies of scale, and consistent processes for asset management</td>
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<td>- The Division is consistently involved at the beginning of technology procurement processes across campus and consults with end users on currently available resources and technology requirements</td>
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2.3 Improve recruitment and retention of skilled IT personnel

Address existing resource constraints through targeted recruitment efforts and increase staff retention through connection to the mission and vision of IT.

**Tactics**

A. **Employee Recruitment Campaigns:** Develop new employee recruitment campaigns (e.g., videos, newsletters, targeted engagement with prospects, etc.). Market positive employee experiences to support recruitment campaigns. Demonstrate the Division’s core values to advance diversity through recruitment initiatives. Align employee recruitment efforts with a robust employee onboarding experience (See Goal 1.1.C).

B. **Employee Engagement Program:** Create an employee engagement program as part of the Career Development Program (See Goal 1.1.D.) that connects employees to the mission, vision, and core values of the Division and helps increase staff retention through engagement with the campus community.

C. **IT Skills Assessment:** Conduct a skills assessment of IT staff to identify strengths and opportunities for improvement to target recruitment and training efforts. Clarify roles and responsibilities within the Division and update job descriptions accordingly. Leverage IT skillsets outside of the Division where appropriate.

**Measures of Success**

- New employee recruitment campaigns are created (e.g., marketing videos, newsletters, targeted engagement with prospects, etc.) and include success stories of current employees
- Employee recruitment campaigns are aligned with a robust onboarding experience
- The employee engagement program is established that connects staff to mission and vision of IT
- Employee retention is increased through connection to the mission and vision of IT and engagement with students, faculty, and staff
- An IT skills assessment is conducted and identifies strengths and opportunities to improve skillsets
- Training and hiring plans are established to expand the skillsets of staff in the Division
- Job descriptions are aligned with current responsibilities and regularly updated
2.4 Provide students with meaningful learning and opportunities for engagement and growth

Transform the experience for student employees to apply the knowledge they have gained as well as acquire new competencies, providing opportunities for growth, and set a path to full time employment.

**Tactics**

A. **Student Employees Growth and Retention**: Increase retention rates for student employees as a means of helping with academic retention and career readiness.

B. **Internship Program**: Create a formal student internship program that increases the effectiveness of student employees, consistently grows responsibilities, and positions them to be ready for future full time roles. Implement a mentorship program for student employees to understand personal career goals and strengthen relationships.

C. **Student Ambassador Program**: Develop a student ambassador program to increase students’ awareness of existing IT services and gain insight into student needs across campus.

**Measures of Success**

- Increase the level of support and diversify the opportunities that students are seeking to include project based assignments, and skills based positions.
- Financial and operational plans are developed to augment student employment opportunities
- Students are adequately trained so that their roles can grow over time and build trust with IT leads
- An internship program is established that enables students to progress from work study to full time employees
- Students actively participate in the ambassador program and facilitate outreach efforts to other students
- The Division gains insight into student needs and takes action to address them
Governance and Decision Making

This pillar outlines the framework for adaptive IT governance, an enterprise-level data governance program, and a robust cybersecurity and risk management posture.

Adaptive IT governance applies to the Division’s processes for understanding campus needs, setting priorities for IT initiatives, and consistently delivering ideal outcomes in a changing technology environment.

An enterprise-level data governance program guides how the University effectively manages institutional data assets to improve data quality, accuracy, and integrity.

A robust cybersecurity and risk management posture sets appropriate technology standards to protect the University from cybersecurity threats, improve risk mitigation and response, and help secure institutional data assets.

This pillar supports the development of a data-driven culture at the University that uses predictive and accurate information to make decisions and achieve strategic goals.
Implement adaptive IT governance to consistently deliver ideal outcomes

Adaptive IT governance capitalizes on the changing technology environment by providing a framework for IT that balances agility and autonomy to consistently deliver ideal outcomes and technology solutions for Chico State.

**Tactics**

A. **Internal Governance Framework**: Establish an internal IT governance framework to formalize and consistently manage processes, procedures, and projects. This will include project governance, IT performance measurement, cybersecurity, service management, vendor management, knowledge management, and other necessary IT governance sectors.

B. **Service Catalog**: Update the IT service catalog and evaluate which services are necessary or in need of retirement. Establish processes to ensure that the service catalog is consistently updated and reflective of current service offerings and supported technologies.

C. **Application Governance**: Implement an application governance program to manage and communicate the application portfolio, system selection process, and application maintenance schedule. Leverage the Configuration Management Data Base (CMDB) to help achieve this goal.

**Measures of Success**

- Internal IT governance framework is implemented and defines policies and procedures to manage projects, cybersecurity, knowledge, vendors, performance, and IT service delivery

- Formal processes for IT project and service intake and evaluation are implemented, followed consistently, and communicated across campus – measured through survey results and available data from systems and processes

- The IT service catalog is up to date, meets the University’s needs, and IT is appropriately staffed to provide services in the catalog – measured through survey results and available data from systems and processes

- Staff member(s) assigned to maintain and update the IT service catalog

- Application governance is established and utilized to help manage the application portfolio, maintenance schedule, and system selection processes
3.2 Increase engagement with the campus community to understand needs and prioritize initiatives

*Strengthen and foster relationships with stakeholders to build trust, increase communication, and improve stakeholders’ satisfaction with IT services.*

**Tactics**

A. **Strengthen Relationships**: Strengthen relationships with stakeholders through ambassador/customer advocate programs to increase visibility, communication, and collaboration with the Division. Establish feedback channels to identify opportunities for improvement and emerging campus needs.

B. **Shared Governance**: Establish shared governance processes with campus leaders to help set priorities for technology initiatives. Build upon existing structures such as the University Technology Advisory Committee (UTAC).

C. **Key Performance Indicators (KPIs) Dashboard**: Develop a dashboard of IT KPIs to communicate information related to critical IT services, initiatives, and successes to campus stakeholders.

D. **Process Improvement**: Optimize processes between IT and the campus community (e.g., ITPR process, service request/delivery) to be more transparent, efficient, and helpful for the campus community.

**Measures of Success**

- The Division of IT actively engages campus stakeholders to build relationships, understand needs, and prioritize initiatives — measured through survey results
- The Division communicates proactively with University departments to build trust in the Division and improve service delivery/response times — measured through survey results
- Ambassador/customer advocate program is implemented and promotes proactive and frequent collaboration between the Division and campus community
- A KPI dashboard is established that demonstrates IT’s key information, progress, and achievements, and it is made visible to appropriate stakeholders
- The ITPR process is streamlined, clearly visible, and used appropriately for technology purchases and renewals — measured through survey results
3.3 Establish an enterprise-level data governance framework to improve reporting and data analytics

An enterprise level data governance framework effectively manages institutional data assets, mitigates risk to the University, standardizes reporting procedures, and improves data quality and literacy among stakeholders.

**Tactics**

A. **Data Governance Program**: Establish an enterprise level data governance program to manage data, protect institutional data assets, and improve data quality. This program will be driven by Institutional Research and will be a shared priority on campus. Establish a data dictionary, data governance committee, and defined roles and responsibilities. Apply data governance practices and policies within operational procedures.

B. **Reporting Procedures and Datasets**: Implement standard processes for developing reports, extracting/using data, and requesting custom reports. Create curated, governed datasets and reports within Institutional Research to improve business intelligence and self service tools. Clearly communicate and train stakeholders on the location and content of datasets, reports, and reporting processes.

C. **Predictive Analytics and Data Driven Culture**: Optimize the use and analysis of institutional data to provide predictive and accurate insights to make decisions and help build a data driven culture.

**Measures of Success**

- A data governance program is implemented and includes defined frameworks, policies, procedures, and roles for managing institutional data assets
- IR is positioned as a key driver of institutional data governance and is a board member on the data governance committee
- Data quality, accuracy, and integrity is improved through formalized processes and the data governance program - measured through KPIs
- Curated, governed datasets are created and accessible to the appropriate stakeholders
- A process for managing data and custom reports is implemented
- Stakeholders understand where to find the data they need and how to use reporting tools effectively – measured through survey results
- A data dictionary is developed, accurate, and regularly maintained
- Predictive analytics are delivered to stakeholder groups across campus and help inform decision making
3.4 Bolster Chico State’s cybersecurity and risk management posture

The future of Chico State’s cybersecurity posture leverages automation to manage information security and provides greater visibility into the risks and vulnerabilities to address ground level expectations.

**Tactics**

A. **Cybersecurity Strategy and Program:** Build a cybersecurity strategy and program that promotes unfractured management and oversight of enterprise IT assets, vulnerabilities, and cybersecurity risks in real time. Promote an organizational culture that embodies the inclusion of cybersecurity initiatives and priorities throughout development and operational life cycles. Promote relevant security awareness training to the campus community that addresses cybersecurity risks facing higher education. Prioritize and execute cybersecurity initiatives that address annual IT risk assessments and position Chico State to continuously secure its infrastructure.

B. **Cybersecurity Posture:** Bolster the campus’s cybersecurity posture by creating an accurate and complete view of IT assets, relevant vulnerabilities, and timely response to evolving security threats detected throughout the campus. Perform routine cybersecurity attack surface management assessments of public and internal facing IT assets to ensure the confidentiality, integrity, and availability of Chico State’s cybersecurity infrastructure remains robust.

C. **IT Security Risk Management:** Define and communicate IT risk management key performance indicators (KPIs) in terms of business criticality and quantitative measurement to empower risk owners with streamlined capabilities to strategically prioritize risk reduction and system selection efforts throughout the campus.

D. **Identity Access Management:** Develop consistent Identity & Access Management (IAM) solutions by providing a streamlined, automatic user affiliation lifecycle experience. Strengthen Information Security compliance through the continuous design of requestable permission workflows to mission critical applications that intuitively connect data custodians with access request approval and user certification processes.

**Measures of Success**

- Assets and risks are automatically identified and managed – measured through ongoing IT security risk and vulnerability assessment
- Cybersecurity requirements and practices are built into daily operations and IT initiatives – measured through survey results and process analysis
- Public and internal web pages are continuously monitored for security issues and measured by internal audit of compliance requirements defined by CSU Information Security policies and standards
- IT Risk management dashboard that allows individual risk owners to compare risk posture using key performance indicators and quantitative (monetary) measurements of IT assets
- Risk tolerance KPIs are defined, understood on campus, and considered by leadership when making strategic decisions
- The onboarding process is streamlined through automatic role based security access to systems and applications
- Effectiveness of security awareness training is measured by user feedback surveys
The Division of IT will help to create value for the campus community by delivering cost-effective and efficient services and providing comprehensive institutional knowledge while maintaining an unwavering commitment to customer service.

The Division seeks to foster a culture in which the campus embraces strategic partnerships with IT and views the Division as a credible and expert solution provider.

The Division will proactively and consistently collaborate with different campus groups to understand needs, identify and provide solutions, and enable desired outcomes through the effective use of technology.

As a strategic partner, the Division of IT breaks down barriers for all communities and pushes the boundaries of innovation and process improvements at Chico State.
“The Division of IT plays a vital role in our campus footprint. Through this new strategic plan, not only will they collaborate and strategically reduce risk, but they will also push us forward into new systems and technologies to better our work environments and, most importantly, attract the ever-advancing digital generations to Chico State.”

“Information technology is the bedrock of the dynamic university of the future. The ability to provide students the technology needed to be successful in their educational careers is critical for student success. As we walk into an exciting, more inclusive future for Chico State, The Division of IT is at the center of how we will deliver innovative programs, foundational curriculum, and prepare students for the workplace. This strategic plan provides the pathway to fulfill the university’s strategic priorities and provide students with an exceptional Chico State experience.”

Dolores Yates
Executive Assistant to the Vice President of Business and Finance (CFO)

Marianne C. Paiva, PhD
Chair, Academic Senate AY 2021-22, AY 2022-23, and Lecturer, Department of Sociology
4.1 Proactively communicate and collaborate with campus groups to identify challenges and develop solutions

Proactive communication and collaboration is critical to building and maintaining value adding strategic partnerships on campus that identify needs and guide technology improvements.

**Tactics**

A. **IT as a Division**: Utilize the position of IT as a Division on campus to build campus wide strategic partnerships and foster a collaborative culture of innovation. Demonstrate the Division’s institutional subject matter expertise and value to encourage campus groups to build relationships with IT. Collaborate with University Advancement on identifying and leveraging alternative sources of revenue to fund high impact initiatives.

B. **Proactive Outreach**: Build and strengthen relationships with groups on campus by reaching out proactively to identify needs and develop solutions. Optimize existing communication and IT service request tools to preemptively identify issues and opportunities for improvement.

C. **Strategic Communication**: Develop methods to communicate strategically with campus (e.g., opt in, opt out notifications, system/application status and monitoring tools and dashboards, etc.). Assign dedicated resources for advancing strategic communications.

D. **IT Business Partner Program**: Establish an IT Business Partner Program that connects university leaders to key members in the Division to focus on large scale IT initiatives and goals.

E. **Create and Demonstrate Value**: Utilize strategic partnerships to provide cost effective solutions, efficient services, and institutional subject matter expertise that increases the value of IT services. Strengthen existing relationships by demonstrating a commitment to excellent customer service and IT’s core values.

**Measures of Success**

- The Division of IT builds and maintains strategic partnerships across campus, demonstrates subject matter expertise, and encourages campus groups to build relationships with IT
- A regular cadence for proactive outreach with campus groups is established to understand needs and develop solutions
- IT service management tools are improved to enable customers to submit requests for improvements, potential issues, and future challenges
- Strategic communication methods are created (e.g., opt in, opt out messaging/notifications, system/application status/monitoring tools and dashboards, etc.)
- Resource(s) dedicated to strategic communication, developing and communicating KPIs, and updating progress on the IT Strategy
- IT Business Partner Program is established and connects university leaders to key members in the Division with regular communication
- Strategic partnerships are used to provide cost effective solutions, efficient services, and institutional subject matter expertise that increases the value of IT services
Optimize IT training and self-service tools to improve digital literacy

Being a strategic partner for the campus community requires efficient processes to request and deliver IT services as well as the ability for end users to troubleshoot independently.

**Tactics**

A. **Knowledge Management**: Enhance knowledge management and existing tools to help end users troubleshoot independently. Improve communication, direction, and navigation within the knowledge base to increase utilization and effectiveness. Build the knowledge base with specific and pertinent information on systems, processes, and frequently asked questions.

B. **Customized Learning Paths**: Work collaboratively with campus departments to create customized learning paths and training materials that are specific to the needs of end users in different areas across the University. Use proactive communication and tools to understand what stakeholders want to learn about technology.

C. **Digital Literacy**: Position IT as a leader for digital literacy on campus through developing and administering relevant training to the campus community. Implement a contextual based technology training and experiential learning program for end users to build digital literacy and supplement existing training methods. Centralize training management within the Division to improve consistency.

**Measures of Success**

- Existing knowledge base is enhanced with specific resources for common troubleshooting needs, improved navigation with new tools and processes, and frequently asked questions
- Knowledge base content and updates are communicated to end users regularly to improve utilization – measured through feedback surveys and system metrics
- Customized learning paths are developed using existing tools and training materials that are specific to the needs of different end users
- Feedback surveys are used to understand stakeholders specific learning needs and interests
- A contextual based IT training and experiential learning program is implemented and used effectively
- IT is viewed as a leader to support digital literacy efforts across campus
4.3 Increase knowledge sharing and coordination between the Division and the campus community

These efforts help reduce single points of failure for systems and services by improving coordination and capacity within the Division and increasing stakeholders’ understanding of technology, IT products and services, and self help tools.

**Tactics**

A. **Cross Training and Knowledge Management:** Reduce single points of failure and mitigate critical IT knowledge loss through proactive cross training. The skills assessment (See Goal 2.3.C) should serve as the starting point to identify and prioritize cross training needs. Improve knowledge management within the Division through a formalized approach to documentation and information sharing. Designate a clearly accessible location to store training materials and documentation. Optimize usage of current training platforms and tools to store documentation and provide training for technology systems, applications, and business processes.

B. **Process Coordination:** Work with strategic partners and technology service providers outside of the Division to align and coordinate support and development processes across the University. Maintain regular communication with external units to help ensure processes are followed consistently.

**Measures of Success**

- Single points of failure and skill sets that are one deep are identified and planned for
- Applications and systems have multiple individuals within the Division who can support them
- A centralized, easily accessible document storage solution is identified and used
- Staff consistently follow processes related to documentation and knowledge sharing across the Division
- The Division actively works with strategic partners and external technology service providers to align and coordinate support and development processes
- The Division regularly communicates with external technology support providers to ensure processes are followed consistently
Empowering Students and Student Success

The Division of IT provides reliable, equitable, and easy-to-use technology that empowers students to achieve their academic goals and become critical thinkers, responsible citizens, and diverse, effective leaders.

The Division uses technology to advance university-wide student enrollment, engagement, and retention initiatives that bridge equity gaps and align resources with students’ needs.
“I look forward to the Division of IT collaborating and participating in new student orientation by providing trainings regarding how to use the most popular software programs on campus because I think this is as essential as any other information for new students with so much of our coursework online.”

Anna Banks, 4th year student in Communication Design
Provide students with access to modern, equitable, and reliable technologies

The Division seeks to identify technology gaps and understand students' needs to ensure that the technology is reliable, easy to use, and at their fingertips.

**Tactics**

A. **Technology Gap Assessments:** Identify gaps in technology factors that are critical to student success (wi fi, printing services, learning management systems, training, etc.) through real time assessments and student surveys. Utilize new and existing technologies to develop heatmaps of wi fi coverage that help locate opportunities for improvement.

B. **Technology Loaner Program:** Expand and unify the technology loaner program to include course specific devices and software. Create new processes, tools, and strategic partnerships with campus groups (e.g., the library, academic departments, etc.) to loan devices in locations that are beneficial and easily accessible for students.

C. **Printing Services:** Improve printing services for students by partnering with campus groups to develop a strategy to make printing more seamless and consistent (built in fees from learning expenses, free printing credits, etc.). Develop tools that enable students to locate and print documents on any machine on campus. Work with faculty to improve sustainability goals and provide options for electronic document submission to reduce students’ need to print.

D. **Digital Assistance:** Develop and optimize mobile applications to help students find technology products and services they need. Leverage the mobile application to provide content and functions that are relevant to learning and personal experiences.

**Measures of Success**

- Gaps in technology factors that are critical to student success are identified through regular assessments and surveys, bridged with technology improvements, and monitored for effectiveness with end user feedback
- Wi fi coverage heatmaps are developed and used to expand coverage
- The technology device loaner program is expanded to include course specific devices and hardware
- New tools, processes, and strategic partnerships are used to loan technology devices in locations that are beneficial for students and easy to access
- Students can locate printers and print to conveniently located machines on campus
- Strategic partnerships with faculty and academic departments are used to increase sustainability and reduce the need to print
- A mobile application is developed and optimized to provide digital assistance for students to locate and use technology products and services they need
- The mobile application includes content and functionalities that are relevant to learning and personal experiences
5.2 Support university-wide initiatives for student engagement, enrollment, and retention

Help further the University’s initiatives by developing technology solutions that provide actionable data to achieve desired outcomes.

**Tactics**

A. **Peer Mentor Program**: Partner with campus groups to help support the peer mentor program for first year students and provide accurate data to identify, track, and report on students who have and do not have mentors.

B. **Early Alerts for Student Engagement**: Work with campus partners to help operationalize an early alert system. Utilize retroactive data analysis of students who left the University to determine key metrics that impact retention and incorporate these metrics into the early alert system.

C. **Enrollment Initiatives**: Help further student enrollment initiatives by improving the utilization of customer relationship management (CRM) tools and strategic partnerships.

D. **Comprehensive Student Profile**: Work with the Division of Student Affairs to implement a comprehensive student profile that includes a transcript of curricular and non-curricular activities and provides students with a complete record of their gathered skills and knowledge to showcase their abilities to potential employers following graduation.

**Measures of Success**

- Technology tools are used to improve the peer mentor program and provide data to accurately identify, track, and report on first year students who have and do not have mentors.
- Tools and metrics for early alerts are operationalized.
- CRM tools are improved and used effectively across the University to further student enrollment initiatives.
- A comprehensive student profile is created, includes a unified transcript of curricular and non-academic activities, and showcases their knowledge and abilities to potential employers following graduation.
Enable seamless and innovative learning experiences

Identify and implement improvements in technologies that bolster learning earning experiences for in person and distance education programs.

**Tactics**

A. **Classroom Technology Assessments:** Regularly assess classroom technology using the EDUCAUSE Learning Spaces Rating System (LSRS) and feedback surveys to identify opportunities for technology improvements in the classroom. Utilize the recommendations provided by the LSRS and surveys to implement meaningful, strategic improvements.

B. **Sustainable Funding Model:** Work with campus groups and University leadership to develop a sustainable funding model that provides up to date, robust, reliable classroom technology that improves the learning and teaching experiences. The sustainable funding model helps plan and allocate funds for technology replacements and upgrades over time.

C. **Virtual Labs:** Bolster students’ experiences using virtual labs by implementing a scalable approach to provide robust, anytime, anywhere connections through the cloud. Invest in tools that monitor physical and virtual computer lab utilization and identify opportunities for hardware and software consolidation and cost savings.

D. **Digital Transformation Working Group:** Develop a digital transformation working group with students and student employees to identify new technology improvements. Set up open forums in academic departments that encourage student participation and employment. Utilize students’ unique skillsets to develop new and innovative technology solutions for student specific needs.

**Measures of Success**

- Classroom technology is regularly evaluated using the LSRS and feedback surveys
- Recommendations for improving classroom technology are acted upon and considered in long term planning efforts
- A sustainable funding model for classroom technology is established and used to plan and allocate funds for technology replacements and upgrades over time
- A scalable approach for robust, anytime, anywhere connection to virtual lab spaces is implemented
- Tools are used to monitor lab utilization and identify opportunities for consolidation and cost savings
- A Digital Transformation Working Group is created with student involvement that identifies opportunities for technology innovations
- Open forums are established that encourage student participation and employment
5.4 Engage faculty with innovative academic technologies to improve pedagogy and students’ learning experiences

Continuously improve and support faculty and student success in teaching and learning by infusing academic technology into educational processes.

**Tactics**

A. **Online Education:** Actively support the University’s expansion into online educational programs by improving academic technology services and systems. Provide the tools necessary for remote pedagogy and help ensure that faculty are effectively trained on them. Help students and faculty embrace online teaching opportunities with easy to use academic technology and reliable support.

B. **Affordable Learning:** Collaborate with Chico Affordable Learning Solutions (CALS) to help expand the resources currently available for faculty and students to include technology tools, techniques, and devices that help lower costs and enhance teaching and learning experiences.

C. **Academic Technology Initiatives:** Integrate academic technology initiatives into educational processes where possible. Lead and support existing academic technology initiatives across campus and drive efforts to incubate, scale, and sustain effective innovations in academic technologies that support the campus mission and Graduation Initiative 2025.

D. **Academic Transformation:** Transform the academic experience on campus by adapting to emerging technologies and optimizing current tools for teaching and learning. Seek out opportunities to implement new technologies and practices such as artificial intelligence (AI) for learning analytics and learning tools, mainstreaming hybrid/remote learning spaces and modes, and professional development for hybrid/remote teaching.

**Measures of Success**

- More online courses are offered at the University
- Faculty have the tools they need to effectively teach in a remote/hybrid setting
- Faculty and students have regular opportunities to attend trainings for online learning tools and academic technology
- CALS and DoIT collaborate to expand the low cost/no cost resources available to include additional technology tools, techniques, and devices that can enhance the teaching and learning experiences
- Current academic technology initiatives are supported by DoIT and furthered across campus
- New academic technology initiatives are developed and incorporated into educational processes where possible
- Usage of the current Learning Management System is improved to deliver early alerts and drive student success with seamless integrations to new tools
- Emerging technologies and practices for teaching and learning, such as AI and hybrid/remote learning tools, are implemented and used to transform the academic experiences of students and faculty
Innovation, Transformation, and Agility

The Division of IT drives technology innovation and business process transformation across the University with agility and flexibility. The Division embraces the opportunity to examine services, processes, and technologies in non-traditional methods to develop an environment that fosters creativity and modernization.

The Division uses the perspectives and desires of those on campus to actively pursue the future of technology and create a culture where students, faculty, and staff come to IT with new, innovative ideas. Further, the Division seeks to leverage the collective scale of the CSU system to share knowledge and improve technologies at Chico State and beyond.

Through these efforts, the Division of IT strengthens strategic partnerships to provide creative, collaborative, and innovative technology solutions to transform today’s learners to tomorrow’s global leaders.
### 6.1 Transform business processes across the University with innovative technology solutions

The Division of IT helps transform business processes across the University to increase efficiency, leverage automation, and achieve desired outcomes.

#### Tactics

**A. University Wide Business Process Transformation:** Utilize and empower the IT Project and Change Management Office (PCMO) to collaborate with campus groups, analyze current business processes, and identify opportunities for transformation that increase efficiency and leverage automation. Communicate the value of the PCMO across campus and educate stakeholders on how its efforts will benefit the University.

**B. Campus Pulse and Needs:** Identify and analyze the pulse and desires of campus groups to transform business processes. Work with those groups to develop problem statements to understand and develop student centered solutions. Be flexible to understand different goals and bring visionary mindsets to process improvement efforts.

**C. Innovation/Ideation Intake Process:** Develop a process that encourages students, faculty, and staff to communicate innovative ideas for technology and process improvements. Optimize this process to crowdsour innovative ideas and prioritize new initiatives.

**D. Technology Innovations:** Utilize process improvements to identify new, innovative, and sustainable technologies (e.g., Integration Platform as a Service) that add value and efficiency across campus. Leverage current tools and utility applications (e.g., Microsoft Power Platform) to develop low code solutions to transform processes.

**E. Green and Sustainable Technology:** Seek opportunities to implement and leverage green technology where feasible. Strategic use of IT solutions to lower carbon footprint and to achieve tangible cost savings. Work to Identify Smart building technologies and create implementation plan. Identify industry partners to support suitability on campus. Actively work with Facilities Management on any new construction to support a robust IoT framework.

#### Measures of Success

- The PCMO is established and collaborates with campus groups to identify opportunities for business process transformation.
- Quantifiable improvements to processes such as time savings or reduced manual effort.
- The value of the PCMO and intended benefits are communicated to stakeholders.
- The pulse and desires for technology innovations and business process improvements are understood by the Division of IT – measured through survey results.
- Problem statements are developed in collaboration with the Division and used to develop student centered solutions.
- The Innovation/Ideation Intake Process is established and used to crowdsour innovative ideas and prioritize new initiatives.
- New, innovative, and sustainable technologies are identified and implemented (e.g., Integration Platform as a Service).
- Low code solutions to transform processes and increase automation are developed using existing tools.
- Green and sustainable technologies are identified, implemented, and leveraged to support the University’s sustainability initiatives.
6.2 Drive and support technology innovations with agility and flexibility

*The Division furthers technology innovations and initiatives across campus with agility, flexibility, and intentional efforts to pursue the future of technology.*

### Tactics

A. **Innovation Team:** Establish an Innovation Team as part of the IT organizational redesign that will utilize a bimodal approach to maintaining key systems and helping drive innovation initiatives. Utilize this group to improve strategic partnerships and provide a creative, collaborative environment that develops solutions.

B. **IT Center of Excellence:** Develop an IT Center of Excellence that provides a communication channel for large scale technology initiatives and matches the skillsets of IT personnel with ideas. Establish a high touch model as part of this goal that helps distribute workload in the Division and facilitates communication with campus groups on technology indicatives (e.g., monthly collaboration meetings with IT).

C. **Upskilling and Reskilling:** Identify opportunities to upskill and reskill staff in the Division and develop new skillsets to support innovation.

D. **Internal Change Management:** Manage the internal change of establishing the IT Project and Change Management Office (PCMO). Understand the impact of the office on roles and responsibilities, resource requirements, and the skills the PCMO needs to be effective when transforming processes across campus and within the Division.

### Measures of Success

- The Innovation Team in the Division of IT is established and helps drive innovative technology initiatives across campus and strengthen strategic partnerships.

- The IT Center of Excellence is established and enables campus groups to communicate large scale technology initiatives to IT staff with appropriate skillsets.

- A high touch model is created that helps distribute workload and facilitates communication.

- Staff in the Division develop new skillsets to further technology innovations.

- Staff in the Division understand the impact of the PCMO on their roles and responsibilities, resource requirements, and necessary skillsets.

- Staff in the Division actively support the success of the PCMO.
6.3 **Leverage the scale of the CSU system to share knowledge and improve technologies at Chico State and beyond**

The CSU system can achieve large scale benefits when working collectively and the Division of IT at Chico State actively leverages these efforts to improve collaboration across the system and technologies at the University.

**Tactics**

A. **CSU System Committees and Communities:** Take active roles in CSU system committees and communities to share knowledge and identify opportunities for Chico State based on initiatives at other campuses. Take advantage of available grants and funding to support innovation at Chico State.

B. **Collaborative Solutions:** Work with other CSU system schools, committees, and communities to collaboratively develop solutions that provide benefits across the system.

C. **Collective Purchasing Power:** Work collaboratively to leverage the collective purchasing power of CSU system schools to identify cost saving opportunities and expand the current system wide application portfolio.

**Measures of Success**

- Staff in the Division take active roles in CSU system committees and communities to share knowledge and identify opportunities for improvement at Chico State.
- Available grants and funding provided by the CSU system are utilized to support technology innovations at Chico State.
- Chico State representatives help further the efforts to leverage collective purchasing power of the CSU system and expand the current system wide application portfolio.
The way forward comes down to a simple choice: evolve or become extinct. We must innovate how we utilize technology to improve instruction, operational efficiency, and agile academic tenacity or run the risk of losing institutional relevance. Under the leadership of the Vice President for Information Technology and CIO, Dr. Monique Sendze, we will integrate information and instructional technologies into every aspect of campus life, leadership, and culture.

Dr. Gayle E. Hutchinson
President, California State University, Chico
IT Strategy Development Timeline and Key Activities

- **Campus Surveys and Assessments**: April – June 2022
- **Organize IT Strategy Team**: August 2022
- **Assess Previous IT Strategies**: September 2022
- **Meetings and Focus Groups with 160+ Stakeholders**: September – October 2022
- **Visioning Workshop**: October 2022
- **Strategic Planning Work Sessions**: October – November 2022
- **Approval through University Technology Advisory Committee and President’s Cabinet**: December 2022
Campus Stakeholders

- President’s Cabinet
- University Technology Advisory Committee (UTAC)
- College Deans
- Associate Deans, and Department Chairs
- Associated Students Representatives
- Chico State Enterprises and Auxiliaries Staff
- Faculty Representatives
- Administrative and Division Staff Representatives
- Division Strategic Leaders
- WellCat Health Center & Intercollegiate Athletics Staff
- Academic Senate
- Library Administration
- Enrollment Management Advisory Committee (EMAC)
- Division of IT Staff

Mary Bowman
Executive Assistant
mebowman@csuchico.edu

Scott Claverie
Director of Computing and Communications Services
sclaverie@csuchico.edu

Scott Kodai
Senior Director of Enterprise Applications
skodai@csuchico.edu

Steven Krok
Manager of Enterprise Systems
skrok@csuchico.edu

Yvonne Martini
Associate Director, Information Technology Support Services
ycmartini@csuchico.edu

Teresa Miller
Director of IT Budget and Operations
tmmiller@csuchico.edu

Jeremy Olguin
Director of Technology Equity and Inclusion
jolguin@csuchico.edu

Tom Rosenow
IT’s Institutional Research and Strategic Analytics.
trosenow@csuchico.edu

Morgan Schmidt
Associate Director of Creative Media and Technology
mcshmidt@csuchico.edu

Monique Sendze
Vice President of Information Technology and CIO
msendze@csuchico.edu

Chris Witthans
Information Security Officer
cwitthans@csuchico.edu

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