

THE CALIFORNIA STATE UNIVERSITY  
Office of the Chancellor  
400 Golden Shore  
Long Beach, California 90802-4275

(213) 590-5501

Date: November 30, 1984

To: Presidents

From: W. Ann Reynolds  
Chancellor

*W Ann Reynolds*

Subject: Information Resource Management Program

I am transmitting to you a copy of Executive Order No. 447 which significantly changes administration of the California State University Information Resource Management (IRM) program. In the past, the program has been administered through a management system largely prescribed by State law. The CSU has now obtained an exclusion from those system requirements imposed by Chapter 7 of the Government Code. The program and expenditure control authority previously reserved to the Department of Finance under the Government Code has now reverted to the Board of Trustees. The procurement requirements of the management system are not affected by this exclusion, however, since they stem from the Public Contract Code.

This Executive Order supersedes Executive Order No. 380 and outlines the CSU system for management of computing and telecommunications resources. In the next several months Chancellor's Office staff will work with campus representatives to expand on the framework provided in this Executive Order and on the guidelines provided in the corresponding IS Letter. The Chancellor's Office will publish further systemwide policies, guidelines and standards for this program in coded memoranda and the CSU Administrative Manual.

The program authority delegated to you in this Executive Order will become effective January 1, 1985, provided that two requirements of the Order are met prior to that date. A campuswide Information Resource Management program designee must be appointed and delegated the President's project approval authority. In the event you elect to further delegate approval authority for projects below \$100,000, a description of the campus project approval structure and process must also be prepared. The name, title, mailing address and telephone number of the designee, together with the description if applicable, should be sent in memo form to Vice Chancellor Herbert L. Carter no later than January 1, 1985.

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Distribution: Vice Presidents, Administration  
Vice Presidents, Academic Affairs  
Directors of Computer Centers  
Business Managers  
Chancellor's Office Staff  
Administrative Information Center

**Executive Order No. 447**

Once the campus Information Resource Management program designee has been identified, the Chancellor's Office will follow up with the President's Office to obtain acknowledgment statements and signatures for verification purposes. Thereafter, the President's Office will be responsible for sending updates to Vice Chancellor Carter.

It is your responsibility as President to implement Executive Order No. 447 and maintain the campus repository and index for all Executive Orders. If you have any questions regarding the attached Order or corresponding IS coded memorandum, please call Dr. Thomas W. West at 8-635-5701.

WAR:lf

Attachments

THE CALIFORNIA STATE UNIVERSITY  
Office of the Chancellor  
400 Golden Shore  
Long Beach, California 90802-4275

Executive Order No.: 447  
Title: Information Resource Management Program  
Effective Date: January 1, 1985  
Supersedes: Executive Order No. 380

This Executive Order is issued pursuant to Sections 1, 2, and 4-e, Chapter III of the Standing Orders of the Board of Trustees.

The purpose of this Executive Order is:

To outline the CSU Information Resource Management (IRM) program, the scope of the program, and management authority and responsibility for the program.

To outline the management system to be used systemwide in managing the Information Resource Management program and to provide guidelines for implementation and maintenance of individual campus systems.

To provide for continuing maintenance of Information Resource Management program information.

The management authority for the program includes approval authority for information resource projects. This Executive Order delegates approval authority to the Presidents for projects which cost up to \$100,000. A project which exceeds \$100,000 must be forwarded to the Chancellor's Office for review and approval.

The management system for the program provides a common systemwide framework within which individual campus programs can be carried out. The attached document, the CSU Information Resource Management Program, describes the systemwide program and management framework. The success of the program, including the delegation of approval authority, will depend largely on attention to the key elements in this framework; namely, information resource planning, project approval, budgeting, procurement, accounting/reporting and program evaluation.

  
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W. Ann Reynolds, Chancellor

Date: November 30, 1984

Attachment

## THE CSU INFORMATION RESOURCE MANAGEMENT PROGRAM GUIDELINES

### Purpose of the Program

The purpose of the program is to encourage the most effective allocation of information resources to meet primary academic and administrative program goals, to provide for efficient use of allocated resources, and to provide accountability and stewardship for the investment in these resources. The program scope encompasses those resources managed through the CSU's computing and telecommunications programs, functions, plans and budgets. The components of the Information Resource Management program and management system are explained more completely through related Executive Orders, Chancellor's Office coded memoranda and the CSU Administrative Manual.

### Program Management Responsibilities

In the Chancellor's Office, the Vice Chancellor, Administration, is responsible for compliance with State law and directives from the Board of Trustees and the Chancellor pertaining to computing and telecommunications programs and resources. The Vice Chancellor has authority and responsibility for general direction of the systemwide CSU Information Resource Management Program. The Director, Division of Information Systems (DIS), in Administration is the Chancellor's Office executive with program office responsibility for the Information Resource Management program. The Director has executive responsibility for the systemwide program, including administration of the officewide program within the Chancellor's Office. The Director is the CSU's principal Information Resource Management program officer in relations with State government and external entities and the CSU approval authority for all information resource projects and procurements which exceed \$100,000.

The campus Presidents are each delegated campus program management authority and responsibilities as outlined in this Order. The President is responsible for general direction of the campuswide program and adherence to State law and systemwide program management policies, guidelines and standards. The President is also responsible for the appointment of a campuswide Information Resource Management Program Designee. The President's program designee will coordinate the campuswide program, represent the campus in interactions with the Chancellor's Office, monitor performance of campus program responsibilities, and administer the campus program management system.

The Presidents are each authorized to approve all campus information resource projects which do not exceed \$100,000, and to endorse those which exceed \$100,000 for transmission to the Chancellor's Office for final CSU review and approval. The President may delegate all of this authority to the campus program designee. The President may further delegate approval authority for projects which do not exceed \$100,000 to campus program delegates. The program designee and any program delegates may not further delegate their authority. In their absence approval must be obtained at the next higher level in the campus delegation structure.

The President is responsible for maintenance of a current record identifying the campus program designee and all campus program delegates. If approval authority is extended to program delegates, a current description of the campus authority structure and the review and approval procedures followed by the delegates must also be maintained. A copy of these must be sent to the Chancellor's Office, Vice Chancellor, Administration, as they are changed and updated, in order to maintain accurate systemwide program organization and management information.

## THE PROGRAM MANAGEMENT SYSTEM

The Chancellor's Office, Division of Information Systems coded memorandum corresponding to this Order provides additional program information and guidance for management of the Information Resource Management program. This Order will outline the purpose and components of the management system.

### Purpose of the Management System

The purpose of the management system is to promote the achievement of Information Resource Management program goals through planned, coordinated, and cost-effective applications of information technology and resources to priority objectives, and through effective management and efficient use of these resources. The system is intended to reinforce rational application of the support program resources to the priority needs of the CSU's primary academic, administrative and public service programs. The CSU's systematic approach to resource management includes six components: planning, project approval, budgeting, procurement, accounting/reporting and evaluation.

### Planning

The campuses and the Chancellor's Office will engage in joint and separate planning processes which identify Information Resource Management support program goals, projects and services for addressing primary program needs, goals and objectives. The campuses will annually publish a five-year Information Resource Plan including specific project plans and operating/service plans. The Chancellor's Office will publish an annual systemwide Information Resource Plan comprised of common systemwide elements, individual campus elements and Chancellor's Office elements.

The planning will relate information resource support and service requirements as directly and explicitly as possible to expressions of primary program needs and workload. The project plans will serve as the principal systemwide means for definition of projects, review and approval of projects, and project budget justification.

### Project Approval

The campuses and the Chancellor's Office will carry out project review and approval processes designed to insure that planned projects address priority needs, are compatible with academic or administrative program plans, and are consistent with fiscal policy and sound management practice. The respective decision makers will use project plans to evaluate contending projects and allocate resources most effectively. The campus Presidents are delegated approval authority for projects which do not exceed \$100,000, the large majority of campus projects. In order to assure consideration of systemwide Information Resource Management program goals on larger projects, and to enable compliance with State procurement requirements, the Chancellor's Office will approve projects which exceed \$100,000.

In all cases there must be a formal approval of the project by the President, the Information Resource Management program designee, or a program delegate to whom the President has delegated approval authority. The President alone can delegate approval authority, which cannot be further delegated. The approval must comply with campus and systemwide plans, policies and standards, must cite the authority delegated by this Executive Order, and must be signed by the President, the program designee, or an authorized program delegate. In those cases where a project exceeds \$100,000, either the President or Information Resource Management program designee must approve the project and forward it to the Chancellor's Office for final CSU approval.

## **Budgeting**

The campuses and the Chancellor's Office will prepare annual budget proposals for computing and telecommunications resources, drawn primarily from the annual Information Resource Plans. In the case of planned development activities, the project plans drawn from the annual plan will be expanded to serve as the primary means for budget justification and for management review and approval of project budget proposals. In the case of ongoing operations and service activities, incremental budget proposals with individual item justifications will be used. The CSU's standard budget allotment structure will be used in both project and item budget proposals.

## **Procurement**

The campuses and the Chancellor's Office may conduct procurements valued at less than \$100,000 in accordance with State laws and CSU policies and procedures. The State has developed a special set of procurement policies, regulations and procedures for information resources. The Chancellor's Office has incorporated State and CSU requirements in a series of Executive Orders and coded memoranda.

The campuses may conduct procurements of information resources valued at less than \$100,000 provided they comply with CSU policies and procedures. A specific requirement of this Order is evidence of project approval by signature of the President, the program designee, or a program delegate, prior to submission for procurement. There are, in addition, special restrictions, procedures and legal review requirements for certain types of procurements, such as service agreements and non-competitive or limited competitive procurements. These requirements are not changed by this Order and continue in effect. The campus procurement office is specifically responsible for referral to and appropriate use of master agreements and systemwide contracts.

A procurement which will exceed \$100,000 in value must be conducted or supervised by the State Department of General Services (DGS), which coordinates such procurements with the Chancellor's Office. In all cases the project must have prior campus and Chancellor's Office approval. The DGS will conduct the procurement, provided their procurement standards are satisfied. The DGS will alternatively consider specific requests for delegation of procurement authority which originate in or are authorized by the Chancellor's Office. They will then either deny the request and conduct the procurement, or delegate *ad hoc* authority and carry out an appropriate form of supervision over the procurement.

## **Accounting and Reporting**

The campuses and the Chancellor's Office will account for resource utilization when feasible in order to assure effective and efficient use of available resources, and to provide a sound basis for planning and budgeting to meet future needs. This component of the management system will include measurement of performance against plans and budgets. An annual campus and systemwide report will provide status information relative to the prior annual plan as well as reference data for the current annual plan. The annual report will generally draw on routine monthly campus and systemwide report data.

An audit trail must be established for projects and procurements to insure accountability. A record of project justification, approval and procurement must be retained for three years.

## **Program Evaluation**

The campus, Chancellor's Office, and systemwide Information Resource Management programs are subject to audit and evaluation in order to maintain their effectiveness. These evaluations will assess the success of the program in identifying and attaining objectives and operating effectively.

A principal criterion in such evaluations will be the quality of Information Resource Management program descriptions and adherence to policies, guidelines and standards issued under this Order. The Chancellor's Office will periodically request campus program descriptions for such evaluations.

### INFORMATION RESOURCE MANAGEMENT PROGRAM DESCRIPTION

The campuses and the Chancellor's Office will maintain written descriptions of their Information Resource Management programs. The campus program description should describe the campuswide program, the resources and services available through the program, and the management system used to direct resources and services toward primary program goals and objectives. The management system description should address each of the six components, describe the campus approval structure, and describe the campus approval processes for information resource plans, projects and budgets. The primary purpose of the campus program description is to enable those with information resource needs to participate effectively in the campus planning process and to make effective use of available resources and services.

### LIMITATIONS

The Information Resource Management program authority delegated to each President in this Executive Order will be retained by the CSU if we demonstrate responsible and effective management. The Presidents are responsible for exercising delegated authority in a manner which will assist in maintaining Trustees' authority. In exercising the authority conferred with this Order, the President shall comply with applicable law and with policies of the Board of Trustees, the Chancellor and the Chancellor's designees. The authority delegated herein may be further conditioned or rescinded on a systemwide or individual campus basis by the Chancellor or designee if necessary or desirable for legal, policy or economic reasons.