

II. OUTCOMES and PRINCIPLES

PREAMBLE

The advancement of the ITS, and particularly of the badly needed technology infrastructure, is dependent upon an infusion of new funding. As a result of extensive planning, the Systemwide Internal Partnership (SIP) team projected a need for \$243.6 million to fund the initial build-out of the intra-campus telecommunications infrastructure on the 23 campuses. SIP also projected a need for an additional \$60 to \$100 million per year to provide for the expansion and on-going refresh of technology as well as operations and support services.

In the early years of this decade the state capital and support budgets were not sufficient to meet CSU's initial and ongoing information technology funding needs as well as meet other pressing priorities, such as enrollment growth, lags in faculty salaries, deferred plant maintenance, and significant gaps in instructional equipment. After several years of unsuccessful efforts to secure funding for technology from traditional state sources, CSU attempted to form a public/private partnership, the California Education Technology Initiative (CETI), between April 1997 and June 1998.

In late June 1998, the potential major corporate partner informed CSU that it would not continue pursuing the formation of CETI, citing issues associated with corporate profitability. During the 16 months, however, SIP was able to develop a very robust Integrated Technology Strategy-Technology Infrastructure Initiative (ITS-TII) Plan. Now, this plan becomes the keystone in CSU's pursuit of the needed financial resources from a range of sources to begin ITS-TII implementation. The plan is solid and the need for technology solutions never greater in the CSU.

The following is a restatement and modification of the outcomes and principles that drove the development of the ITS-TII Plan and the negotiations with the private sector companies over the past 16 months. While the formation of the public/private partnership was not successful as envisioned, the CSU learned several valuable lessons from the experience. Foremost among these is the absolute necessity of pursuing the ITS-TII. The discovery of common ground within the CSU and the capacity to work as a system, can provide efficiencies and economies of scale that are unavailable to individual campuses over the long haul. Unchanged as well is the belief of the CSU presidents and Chancellor that each individual faculty, student or staff member must have at least a minimum acceptable access to information technology resources and that access must not be dependent upon location or individual campus circumstance. These outcomes and principles are the foundation for CSU's continued development of this initiative as a systemic effort and internal partnership of the 23 campuses.

GOALS

The purpose of the ITS-TII is to ensure that all CSU students, faculty and staff throughout the California State University have access to the broadest possible range of information resources and related technology. The CSU believes leveraging information technology will to advance the four goals of the CSU: excellence in teaching and learning; the quality of the student experience; administrative productivity; and, personal productivity.

OUTCOMES

The ITS-TII outcomes are to:

- Develop and maintain a virtually seamless “minimum baseline” telecommunications infrastructure within and among the campuses;
- Provide all CSU students 24-hour access, from anywhere, to information resources and support services vital to their CSU experience;
- Provide all CSU faculty and staff with a modern “standards-based” information technology workstation environment and access to the information and resources essential to perform their respective functions; and,
- Provide students, faculty and staff with “metrics-based” quality support services and user training.

PRINCIPLES

The following principles serve to guide the development, implementation and on-going support of the ITS-TII Plan.

- 1. The substantial financial outlay on the part of the State of California in support of the California State University telecommunications infrastructure will be an investment in education and an incentive to the system and its campuses to provide the highest quality technology services to students, faculty, and staff. The State of California will expect the CSU to be a good steward of its telecommunications resources by maintaining currency and service levels to students, faculty, and staff appropriate to the CSU's educational mission.**

2. **The successful achievement of the target environment requires the participation of all 23 campuses in the development, implementation and funding of the ITS-TII, as part of a systemwide internal**
3. **CSU students, faculty and staff require a seamless technology environment, from workstation to workstation, that is well maintained and supported to enable them to perform their respective roles in the university system.**
4. **The intra-campus and inter-campus network will be developed, expanded, managed and operated as a standards-based telecommunications utility to ensure CSU students, faculty and staff have equitable and easy access to shared resources and to each other.**
5. **The initial build-out of the intra-campus physical telecommunications infrastructure (media, pathways, spaces, terminal equipment) on the 23 campuses will be accomplished as one comprehensive systemwide effort.**
 - A. The telecommunications infrastructure provided will be appropriate to CSU objectives, priorities and program requirements as identified in CSU minimum baseline requirements.
 - B. The CSU will achieve and maintain a high level of telecommunications interoperability by adopting and adhering to international “open systems” standards.
 - C. The CSU will identify and secure the necessary funding to accomplish the initial infrastructure build-out for all 23 campuses.
 - D. Assuming funding, the baseline telecommunications infrastructure will be built out for all campuses within 3 to 4 years of the actual start of implementation of the project.
 - E. CSU will maintain an extended warranty and maintenance program for the intra-campus infrastructure.
 - F. Refreshing of the intra-campus infrastructure’s electronics and terminal resources will be on a three-year cycle.
6. **Standards-based messaging, directory, authentication, authorization and security capabilities will be implemented systemwide. This will ensure consistent and efficient communications, resources sharing, access and security within and across campuses.**
7. **Operations and support of the ITS-TII Plan will be organized to be most cost-efficient and to provide the most effective “quality of services”.**
 - A. All TII services will be guided by, and be responsive to, campus academic and administrative goals.
 - B. TII services determined to be essential to students, faculties, and staff will be provided on a 24 X 7 basis.
 - C. An organization and services model is key to high quality service.

- D. TII services will combine the advantages of campus-based service delivery, multi-campus, regional or statewide clustering of services with systemwide coordination and shared leadership and management.
- 8. CSU information technology staff will be supported and utilized to most effectively execute the ITS-TII Plan.**
- A. Occupations and responsibilities change quickly in the technology fields. The ITS-TII Plan will help facilitate the alignment of staff responsibilities to service needs
 - B. Collective bargaining agreements will be honored.
 - C. A professional development program will be provided for information technology CSU staff.
- 9. Benchmarking and other audit processing will provide a means for the campuses to review and validate the performance of the ITS-TII operations and support services.**
- A. Standards and performance metrics will be reviewed on a periodic basis by campus and other CSU representatives.
 - B. Flexibility will be emphasized to modify standards and performance metrics to meet requirements for changing technology and practices using agreed upon benchmarks.
- 10. All the campuses, plus the CSU Academic Senate, CSSA, CSEA and CFA, will be represented on the Commission on Technology Infrastructure.**
- A. The CTI will advise and recommend policies, strategies and priorities that guide systemwide efforts regarding the ITS-TII Plan to the Technology Steering Committee (TSC).
 - B. The CTI will provide advice on strategic relationships developed with other educational institutions and private corporations to the TSC.
 - C. The CTI will serve as an advisor regarding TII revenue-based programs.
- 11. Intellectual property rights of the creators of that property will be honored.**
- A. The provisions of the CSU Memorandum of Understanding, Unit 3, along with campus policies, are the basis for securing the intellectual property rights of the creators.
 - B. Authority for content of academic programs will be vested in the respective campuses of the CSU and will continue to follow current practices with respect to academic programs and governance structures.
- 12. The Chancellor must approve revenue-generating programs to ensure compatibility with the CSU mission.**

- A. Revenue programs will be diversified and complement the mission and core competencies of the CSU, emphasizing: commercial applications of the infrastructure (e.g., telephone operations, internet service provider, home delivery), commodity sales, CSU technology expenditures in non-personnel categories, appropriate education and training programs.
- B. Revenue programs will be designed to strengthen the existing revenue streams of the campuses.
- C. Incentives and rewards will be provided to campuses to participate in revenue programs.
- D. Revenue programs will be reviewed by the CTI prior to being presented to the Chancellor for approval.

13. The ITS-TII's success will be judged by:

- A. Services delivered to students, faculty and staff;
- B. Ability to maintain and sustain the currency of the technology infrastructure and the quality of the support services;
- C. Responsiveness in meeting campus and systemwide academic and administrative requirements and priorities;
- D. Contribution to personal productivity;
- E. Creation of new tools and opportunities for faculty, staff and students;
- F. Contribution to new modes of learning and delivery of education;
- G. Creation of new revenues to advance the CSU mission;
- H. Ability to maintain and sustain the financial viability of the ITS-TII;
- I. Demand by student, faculty and staff to expand the TII beyond the scope of the minimum baseline; and,
- J. Institutions of higher education who adopt or replicate the TII as a benchmark for their information technology advancement.