

CSU IT STRATEGIC PLAN

2022 / 2025



**COLORADO STATE
UNIVERSITY**



EXECUTIVE SUMMARY

It is an honor to be able to share with you the first-ever, campus-wide IT strategic plan for CSU that represents a new beginning for Information Technology. I'm grateful to all those who served on the Core Planning Team who represented diverse perspectives from several different colleges and departments. With their assistance, we were able to design an IT Strategic Plan that intends to strengthen the partnerships that exist today between campus community members, while enabling us to collaboratively reflect on our current state of operations and work toward advancing a shared set of strategic goals that align with the needs of key stakeholders and the University's strategic priorities.

Our strategic planning process was intentionally designed to be collaborative, enabling key stakeholders from across the colleges and divisions to identify and prioritize those goals that have been established across four strategic areas that are critical to the ongoing evolution of IT at CSU. Those strategic areas include: Student Success, IT Security, IT Governance, and Operational Excellence.

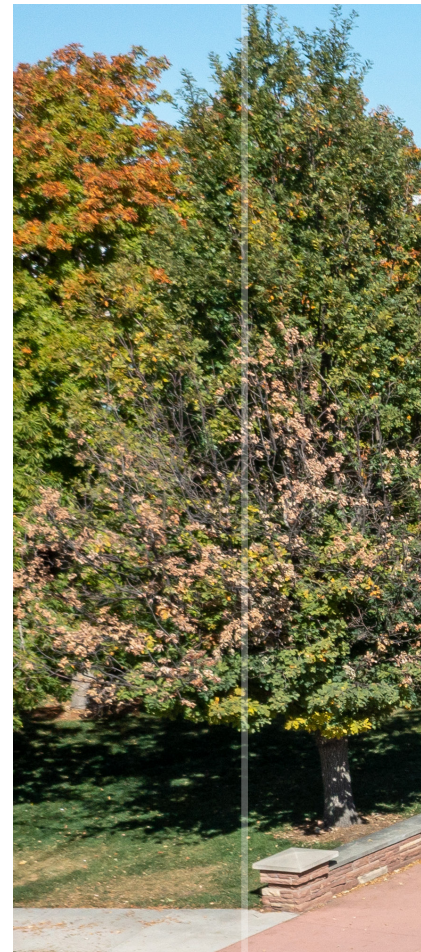
If we've learned anything from the past few years, it's that we need to be adaptable, embrace change, and adjust where needed. While the strategic plan provides a clear path toward building our future, it is also a living document that will enable us to advance a series of strategic initiatives that ensure we are even more adaptable to changing conditions and new directions. I am certain that in the months ahead we will work together with our campus stakeholders and university leadership to ensure that our path forward is the right direction for the CSU Community.



A stylized, handwritten signature in black ink, appearing to read 'B Bernier'.

Brandon Bernier

*Vice President for Information Technology
and Chief Information Officer*





CORE PLANNING TEAM

RYAN BARONE Assistant Vice President for Student Success

GWEN GORZELSKY Executive Director of The Institute for Learning and Teaching

CHEYENNE HALL Provost Business Manager (College and Administration Advisory Group [CAAG] Chair)

CHRIS LABELLE Assistant Vice President for Engagement & Extension and Executive Director of CSU Extended Campus

JAMIE MCCUE Interim Academic Technology Director and Campus Engagement & Communications Manager

RICHIE NELSEN College of Business, IT Director (IAC Leadership Advisory Group Member)

MELISSA REYNOLDS College of Natural Sciences, Research Associate Dean | Office of the Vice President for Research, Faculty Director – Campus Research Cores Facilities

ERIC TISDALE College of Health and Human Sciences, IT Director (College Information Technology Administrators Council [CITAC] Chair)



PRIORITY STUDENT SUCCESS

DoIT Sponsor: Jamie McCue, Interim Academic Technology Director and Campus Engagement & Communications Manager

Campus Sponsor: Ryan Barone, Assistant Vice President for Student Success

CSU has focused intensively on improving overall student success rates for nearly 14 years that includes restructuring advising activities and investing heavily in financial aid. While the University continues to make progress in supporting student success, equity gaps that were nearly closed have reopened, and the six-year graduation gap for students who entered in Fall of 2014 is now 4.8 percentage points (Kennedy, 2021). The Office of the Provost and Executive Vice President formed six student success work groups that would specifically focus on closing gaps and improving retention rates by reimagining processes and systems used to support academic advising and early intervention, curricular support and reform, the impact of the pandemic on students, additional financial aid and other support structure and care models. The following strategic goals will build upon those efforts that are already underway to support student success with the overarching goal of ensuring faculty and students have equitable access to technologies and data that lead to an enhanced teaching and learning experience.

STRATEGIC GOALS

DATA AND ANALYTICS

- Ensure faculty, students, and administrators have timely and easy access to data, analytics, and training to deepen learning and support. Develop a strategy that focuses on reducing equity gaps, improving retention, and increasing graduation rates.
- Coordinate the use of various analytics platforms to support student success and ensure ethical use of data.
- Design a student data privacy communications framework and campaign to build awareness among students about collected data and data privacy.

STUDENT EXPERIENCE

- Identify and address student and faculty technology requirements to ensure equitable access to core technologies, services, trainings, and support.
- Adopt a standardized set of inclusive and accessible learning and engagement tools.



PRIORITY IT GOVERNANCE

DoIT Sponsor: Peggy McCready, Executive Director of IT Strategy and Planning

Campus Sponsor: Laura Jensen, Vice Provost for Planning and Effectiveness

Shared governance has a rich history at CSU dating back more than 100 years and refers to the shared responsibility between the University administration, employee councils and student government to help shape the University's vision, culture, and collective sense of purpose. It is designed to engage the entire University community through direct and representative participation in planning and decision-making, ensuring employees and students have a seat at the table. Building on CSU's rich history of shared governance, the IT Strategic Plan seeks to develop a thoughtful, collective, and inclusive IT governance structure that will preserve the trust, cohesion, and ongoing development of CSU's strong-campus IT relationships, while ensuring improved communication and alignment of IT resources to better enable the core mission of the University.

STRATEGIC GOALS

STRUCTURE

- Design and implement a campus-wide assessment of existing IT governance and committee structures.
- Develop a new IT governance structure that is representative of university stakeholders and ensures that IT is efficiently utilizing resources in the best interest of the CSU community.

PROCESS

- Establish standardized processes for engaging IT governance groups in the prioritization of IT system and service enhancements, while ensuring timely workflows, successful outcomes, and alignment.
- Create a project intake and prioritization process for new IT initiatives, ensuring decisions about priorities are informed from multiple perspectives with the goal of reaching broad-based agreement.

POLICY AND COMMUNICATION

- Design an IT governance communications framework to ensure consistent and effective messaging of practices and policies that supports both awareness and alignment of resources in supporting campus-wide initiatives.



PRIORITY IT SECURITY

D^oIT Sponsor: *Steven Lovaas, Chief Information Security Officer*

Campus Sponsor: *Ben Withers, Dean of the College of Liberal Arts*

The decentralized nature of information technology at CSU — which offers many benefits to our faculty, students, and staff — makes it inherently challenging to provide a secure computing environment. This strategic initiative brings a campus-wide approach to enhancing cybersecurity practices by creating a standardized approach to managing user devices, delivering more robust training programs, and developing policies and communications that are designed to raise awareness about best practices and strengthen our ability to protect all members of the CSU community.

STRATEGIC GOALS

ENDPOINT DEVICE MANAGEMENT

- Design and implement a campus-wide risk assessment for user device management that will include an evaluation of existing practices and technologies.
- Collaborate with campus IT partners to develop a campus-wide strategy and standardized approach to providing endpoint device management.
- Develop and implement a communication and training plan for IT professionals at CSU that ensures broad-based adoption of the newly developed standards for end-point device management.

EDUCATION AND TRAINING

- Deliver cybersecurity training programs for CSU faculty, staff, and students.
- Establish a Cybersecurity professional development program for IT professionals that will provide opportunities to participate in cohort-based learning and job shadowing with various levels of certification.
- Develop a campus-wide summit on cybersecurity and privacy that allows CSU to bring together IT professionals, faculty, students, and campus stakeholders to discuss emerging trends and national topics.

POLICY AND COMMUNICATION

- Review current IT security policies. Prioritize enhancement opportunities including community awareness, operational practices, and overall compliance.
- Evaluate IT security resources available to campus stakeholders. Hold usability testing and think-aloud protocols to determine enhancement opportunities.
- Design an IT security communications framework and campaign. Develop and leverage partnerships with campus communications professionals to drive an effective communication strategy.



PRIORITY OPERATIONAL EXCELLENCE

DoIT Sponsor: Neil Wineman, Assistant Vice President for Experience and Collaboration

Campus Sponsor: Karen Estlund, Dean of Libraries

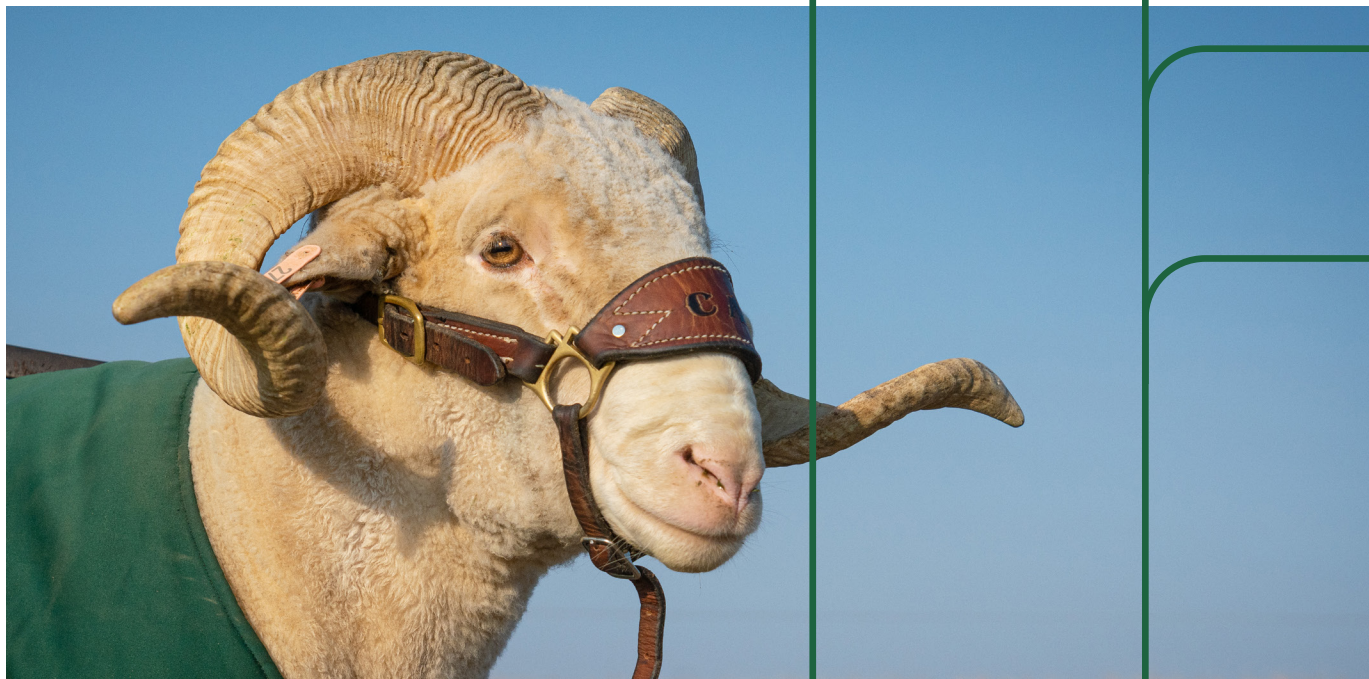
With the overarching goal of aligning systems and applications at the campus level for greater operational efficiency, the following initiative seeks to better understand the current portfolio of systems and applications in use, while developing a plan to reduce duplication and address any gaps in service.

STRATEGIC GOALS

SYSTEMS EFFICIENCY

- Review the current portfolio of campus-wide systems and applications to identify any redundancies, siloed systems, and perceived gaps.
- Prioritize enhancement opportunities and develop a plan for simplifying and reducing campus-wide systems and applications. Leverage the prioritization processes of the new IT governance structure.
- Enact the system refinement plan. Engage with IT governance and communication structures established in the IT Governance initiative.





MOVING *FORWARD*

The Division of IT Strategy and Planning Department will be leading those efforts necessary to operationalize the IT Strategic Plan. The designated co-sponsors will serve as the visible champions responsible for the strategic priorities and will also provide direction, guidance, and support to those individuals leading the work. The co-sponsors will meet monthly with their respective project teams, determine what resources are needed, and provide quarterly updates, enabling the CSU community to keep informed of their progress.



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