Fresno State Technology Strategic Plan 2017-2020

The Technology Strategic Plan aligns with and directly supports the four priorities of the Fresno State campus strategic plan 2016-2020 and the CSU Trustees' Initiatives for Student Success and Completion, including the Graduation Initiative 2025.

PRIORITY #1//**People and Organization**

Supports Campus Priorities 1, 2

Provide resources to cultivate passionate, technically competent, committed, collaborative, and emotionally intelligent team members. Forge a culture of open dialog, healthy conflict resolution, transparency, trust, fairness, respect and diversity. Create an adaptive organization guided by the collective voice of the university community.

Goals

1. Perform a resource and skill inventory and assess necessary skill sets required to support current and future technology needs to support the campus strategic plan.
   - Identify specific technical and interpersonal skill sets necessary to advance the goals of the Technology Strategic Plan.
   - Identify missing or insufficient skills within the organization.
   - Create staff development plans to address identified skill gaps.
   - Identify and secure resources to address development plans.

2. Create a culture promoting the greater good of Fresno State.
   - Offer regular interpersonal, relational, and soft skills workshops.
   - Create an environment that promotes productive conflict resolution, healthy debate, and open and transparent communication.
   - Recognize and appreciate team members who embrace and demonstrate teamwork and the desire to serve the greater good of Fresno State.
   - Regularly assess whether the culture is evolving to the desired state and continuously improve the approach.

3. Partner closely with campus constituents to guide the future state of technology at Fresno State.

PRIORITY #2//**Innovation, Academic, and Administrative Support**

Supports Campus Priorities 1, 2, 3, 4

Foster bold innovation with transformational technologies in teaching, learning, and academic administration through proactive engagement and partnership with campus constituents to best support student success.

2. Create communities of practice supporting academic technology to increase buy-in, engagement and collaboration toward better support of our students through the use of innovative technologies and systems.

Goals

1. Empower teams with the primary focus of enhancing the classroom and the general academic experience for students through the innovative use of technology.
   - Create and charge an innovation team to provide research and development toward bold initiatives advancing the mission of the university.

PRIORITY #3//**Participatory Governance and Process Improvements**

Supports Campus Priorities 1, 2, 3, 4
Ensure appropriate representation and participation from the university community to support IT resource and project prioritization.

Goals
1. Restructure Technology Shared Governance to support the needs of the campus and the technology organization.
   - Re-envision the membership, roles, and charge of the overarching steering committee.
   - Create formal subcommittees to support IT project identification and prioritization.

2. Align the Fresno State technology organization with the academic mission through implementation of best practices with regards to project management, change management, process management and architecture.
   - Create a formal project management office.
   - Implement an architectural review process for projects.
   - Perform a comprehensive inventory of the current state of technology and create a roadmap for the future state of technology.

(Goal 2 continued)
   - Charge a committee to provide high-level technical leadership to advise and recommend within the context of technology shared governance.

3. Implement process improvement methodologies to support organizational effectiveness initiatives.

4. Improve communication regarding technology initiatives, projects, processes and policies within the Technology organization and throughout the campus.
   - Create formal communication protocols and workflows for internal and external communication.
   - Increase transparency and communication using a variety of feedback mechanisms.

PRIORITY #4//**Technology for Scholarly Activities, Teaching, and Learning**

Supports Campus Priorities 1, 2, 3, 4
Provide infrastructure, tools, and services supporting scholarly and creative activities, including pedagogical research, innovation, and data.

Goals
1. Develop data governance and infrastructure to support big data, data warehousing, and data-driven decisions.
   - Support the Chancellor's Office initiative to create a data lake.
   - Support the efforts of the Office of Institutional Effectiveness in its work with Tableau and predictive student analytics.
   - Assess the current campus data warehouse and forecast needs for a future data warehouse that includes administrative and academic data repositories.

2. Support innovation and classroom technology facilitating pedagogical changes and advances in teaching and learning.
   - Continue supporting the transformation of teaching and learning through the growth and evolution of DISCOVERe.
   - Partner with the Center for Faculty Excellence to support and prepare faculty for advancements and innovation in areas of pedagogy and classrooms of the future.

3. Create a digital infrastructure supporting the growth in research and innovation initiatives.
   - Assess the current state of research and high performance computing.
   - Partner with colleges and schools to address needs for future research and innovation technology.

PRIORITY #5//**Culture of Service**

Supports Campus Priorities 1, 2, 3, 4
Foster campus partnerships emphasizing a commitment to helpful and proactive service, transparency, responsiveness and continuous-improvement.

Goals
1. Create holistic customer service training and education programs for the technology organization.

2. Align the technology service organization and service processes to enhance partnerships, collaboration, and efficiencies to provide more timely and effective services to the campus community.

3. Communicate clearly the types of tools and services offered to the campus community.
   - Create and publish a comprehensive service catalog on the technology website listing all the services offered and how to request or receive services.

4. Enhance communication processes to be more proactive, and transparent.
   - Improve technology websites to provide more helpful and effective information, such as the Help Desk website, the Information Security website and the Office of the CIO website.
   - Proactively communicate technology issues by enhancing system monitoring tools.