

Instructional & Information Technology Services

Annual Report, AY 2019/20

Progress Report on AY 2019/20 Goals

The past academic year for IITS was shaped by three very distinct periods that played a major role in shaping the unit's service to CSUSM outlined in this report. IITS came into AY19/20 with a long list of successful projects that were completed on time for the fall term. The most notable was the EL Building. The project certainly impacted several units on campus, and for IITS, such a large scale technical and logistical challenge added significantly to what is typically a summer filled with many other campus projects. Fall's big project push was followed by a period of mid-year uncertainty, where budgetary and organizational changes created a pause around some key projects CSUSM would pursue. This period of abruptly ended with the COVID-19 situation, with IITS quickly pivoting, creating plans and procedures for challenges never before considered as possible prior to this event. The following is an outline of the major leadership and management initiatives for AY 19/20.

- **New EL Building & ViaSat Engineering Plaza** – The construction of the new Extended Learning Building and the remodeling of the Foundation Classroom Building (ViaSat Engineering Plaza) put a huge strain on IITS entering AY19/20. These projects engaged most of the staff and management as IITS worked to ensure that technology would not impact the project's timely delivery. The complex technology, including new networking (buildings and parking structure), telephone services, desktop computers, classroom technology, electronic signage, and general technical support, required a significant amount of time that was significantly above any typical workload. At the time of move-in, IITS had assigned over twenty-five (25) IITS staff to handle the move of 150+ staff and the preparation of 21 classrooms with new technology. Teams worked long hours, some throughout multiple weekends, to ensure a smooth move for EL and other staff and to have all the classrooms ready for instruction on that first day of class. By all accounts, the move-in went well. More importantly, these buildings are equipped with the latest technology, utilizing large interactive tabletop displays paired with movable and height-adjustable lectern platforms. In total, twenty-one (21) classrooms went into use with only minor technical issues on the first week of class. In addition to the work put into the physical and technical resources, IITS also provided the financial support for the instructional technology deployed for both projects. When it became clear both projects could not fund all the technology expenses, IITS moved to redirect over \$350,000 in fiscal resources to fund the classroom technology. Clearly the work by all the campus project partners paid off as the EL Building is a showpiece for CSUSM.
- **Inspiration Studios AR/VR** – One of the areas of great pride for IITS has been the multi-year effort to "reimagine space." In prior years, this effort led to the creation of *The Hub* (CRA 2302) and the revitalization of *Kellogg 2000* into a unique student lab concept. This academic year, IITS established another jewel for the campus in *Inspiration Studios*. IITS reimaged the functionality of the original video studios—unchanged since the building's construction—by removing old equipment and inefficient studio gear such as heavy overhead lighting and a large fixed green screen. When the studios reopened for the Fall term, students entered a much more flexible space that consists of ten (10) portable Augmented Reality/Virtual Reality instruction carts as well as

Instructional & Information Technology Services

Annual Report, AY 2019/20

space for a regular class of 30 students. Throughout the fall, students used the facility regularly as both a lab for homework and exploration, as well as for student-led clubs and gaming events. Usage data for Inspiration Studios was strong, with 665 reservations utilizing 1,904 hours of studio time. Uses for the instructional space continued to expand throughout the academic year with new course offerings and new ways to teach and learn the arts. This project also allowed IITS to create a new dedicated photography studio regularly used for photo shoots for both administrative and student purposes, a Learning Glass studio for lecture capture, and a 3D fabrication studio with a laser cutter, scanner, and printer. Lastly, the project allowed IITS to convert two underutilized control rooms into new combined staff/student workspaces. This project launched on time and on budget thanks to our partnership with Facility Services. This partnership consisted of repainting the entire suite, replacing old carpeting, and providing additional power options.

- **CSU Accessibility Technology Initiative (ATI)** - As the campus' ATI Executive Sponsor, the CIO is responsible for overseeing CSUSM's activities and staff tied to supporting accessibility of IT purchases, instructional materials, and websites. Annually, CSUSM submits an ATI report showing progress towards improving the accessibility of information and technology resources per Coded Memo AA-2015-22. In February 2019, Vice Chancellor Blanchard and the CSU set additional expectations. Leading the response effort, IITS worked with campus and systemwide partners to develop CSUSM's plan and methodology, which was then also adopted by a number of the CSU campuses in a shared commitment and request for additional resources. To this end, IITS has developed new processes and has focused campus efforts on addressing all the areas noted in the Blanchard Memo. Key among these was the effort to piece together IITS funds to support the temporary hiring of a dedicated Accessible Instructional Materials Specialist that would supplement our existing ATI Coordinator role. As noted in the September 6, 2019, report titled "Response to 'Addressing Accessibility Requirements' Memo," CSUSM was one of the few campuses in the fortunate position of reporting that it had achieved *Established* baseline performance in all areas of reporting. IITS continues to work with faculty and staff to help the campus achieve higher levels of program success through a continued focus on process improvements and commitment of resources.
- **Salesforce CRM** - The concept of an operational CRM at CSUSM has been discussed for well over a decade. In AY 19/20, CSUSM finally achieved a milestone with our first operational steps in creating a functional CRM system. During this period, IITS made very good progress with the initial deployment for Community Engagement, Enrollment Management Services, and Extended Learning. By early 2020, our Salesforce platform was ready for service as usage was gaining momentum, particularly within Extended Learning recruiting and admission efforts. IITS worked diligently on this project by training and committing our limited resources to deploy advanced communication tools for the pilot CSUSM units. IITS purchased additional tools to enable seamless integration of various campus data sources and systems with Salesforce. During the COVID-19 event, additional licenses were purchased to ready Pardot, the Salesforce marketing product, for communication to all active students. While a broader vision and unit level adoption plans are still

Instructional & Information Technology Services

Annual Report, AY 2019/20

developing, the technical work has readied this system for greater campus usage in the future. This groundwork provides CSUSM with a platform that enables personalized student communication, service delivery improvements, and even research data, which will be particularly important in a distributed COVID-19 environment. To fully take advantage of the collaboration and automation features of this robust system, future partnerships will be needed with functional units to effectively develop process maps, data integration, and student engagement journeys. The virtual learning and service environment has highlighted even more starkly CSUSM's need for a CRM platform that can assist the university in supporting each student's journey by facilitating the delivery of services, promoting student engagement, and proactively reducing barriers to student success.

- **Campus ID Card** – For almost 20 years CSUSM has had intermittent discussions on the need for a campus ID card that could support multiple services, including retail. These discussions became more serious as CSUSM Corporation worked to establish new dining service options on campus. In Fall 2019, IITS received the go-ahead to assume responsibility of the existing Campus ID from the Library and subsequently partnered with CSUSM Corp and Sodexo to deploy a unified ID and retail card. The original plan and scope included supporting campus ID, student & voluntary meal plans (with CSUSM Corp & Sodexo), and future possibilities to utilize it for student attendance and security-related applications. This card system was to use both Apple Wallet and Google Pay capabilities. This functionality would have limited the need for physical cards and deployed a unified platform that can expand beyond the initial dining/retail functions to support attendance tracking and door access (if selected at a future date). IITS was actively deploying Transact up until the project was put on hold in May 2020 (due to COVID-19). In response to the project hold on Transact, IITS quickly developed an internal system that replaced the need to come to campus for an ID photo. This system enhances our remote service capabilities by allowing students to submit their ID photo via the CSUSM website (campusid.csusm.edu) or the campus app. This integration builds upon the electronic version of the campus Digital ID that was added to the CSUSM App two years ago. (The Digital ID had 34,000 views in Fall 2019.) On June 1, 2020, IITS assumed responsibility for ID card operations.
- **Campus Phone System** - CSUSM currently uses a 20-year-old Pointspan telephone system that is officially obsolete and not supported by the original manufacturer. In AY 18/19, CSUSM began the effort to replace the campus' phone system, which includes approximately 2,000 extensions. Prior to the COVID-19 incident, only 417 lines had been replaced. These were primarily analog emergency services lines, such as elevators and Blue Lights in the parking lots, IITS and University Police offices, or extensions linked to phone service for the new Extended Learning Building. During the COVID-19 event, IMSC approved the full replacement of all campus phone extensions to enable shut down of the PointSpan system by the end of 2020. This move was clearly needed given how the shift to a distributed work environment highlighted the old system's functional limitations. In the interim, IITS responded with the quick solution of deploying Grasshopper, an internet-based phone system. Since the quality and capabilities did not meet campus needs, IITS leadership

Instructional & Information Technology Services

Annual Report, AY 2019/20

redirected all efforts to rapidly deploy the Mitel softphone solution. This effort included softphone extensions for campus employees working from home as well as a full Automated Call Distribution (ACD) functionality for Admissions, Financial Aid, Records, Cashiers, Extended Learning, Dean of Students Office (Cougar Cares), and IITS (Help Desk). As of early May, all numbers in Cougar Central were live in the new Contact Center phone services. These new services include enhancements such as virtual queuing of calls and end-user enhancements such as "screen pop," which allows the student's PeopleSoft record to automatically display on the staff member's screen when the call reaches an agent. Virtual queuing is a key feature that allows callers to select the option to receive a return call from the University while maintaining their position in queue. This updated system also provides supervisors with real-time queue statistics, including calls-in-queue, abandoned calls, and time-to-answer. The campus had previously utilized a very basic call queuing system, and the introduction of new capabilities will follow as functional units are able to absorb the operational changes required of more advanced call-handling strategies. As of mid-June, more than 800 extensions have been moved from the old phone system to the new one.

- **DocuSign to Adobe Sign Conversion** – Moving beyond paper document processing has long been a priority, but the distributed work environment of Spring 2020 made this transition even more important. An example can be seen in the data for this three-month period, as there were 11,981 transactions generated from 426 unique senders. By comparison, 13,158 transactions were sent for the entire 18/19 Academic Year. The current period also saw CSUSM transition from DocuSign to Adobe Sign as our eSignature platform. While highly disruptive and resource intensive, this was done in order to save tens of thousands of dollars per year in licensing costs. Starting in late Summer 2019, CSUSM undertook the major effort to recreate the campus' extensive existing library of electronic documents into Adobe Sign forms. Working with a significantly different platform and a tight timeline, IITS successfully converted all existing electronic forms by October 2019. As of mid-June 2020, a total of 25,337 transactions have been sent for current Academic Year with new forms development continuing to be in high demand and the use of existing forms continuing to grow. As the new distributed workspace stabilizes, IITS foresees an ongoing need and opportunity to move beyond the basic concept of converting existing paper forms to electronic formats. The future for CSUSM will be to create truly digitally native processes that have appropriate forms without the burden of a paper legacy.
- **Campus Mobile App** –The Campus App continues to see strong growth year-over-year. Examples of this can be seen in the number of unique visitors, which increased by 35% in Fall 2019 compared to the previous Fall term. Visits to the App home screen also showed substantial growth, reporting a very strong 350% increase in views, which corresponded to the number of logged-in users doubling to approximately 9,000 from Fall 2018 to Fall 2019. Overall, the number of unique devices accessing the App continues to increase, as seen in a comparison of the first 90 days of each of the most recent terms (Fall 2018-12,600, Spring 2019-11,900, Fall 2019-17,700, Spring 2020-15,100). The App's numbers typically drop from the Fall to the Spring semester, and yet despite the campus disruption in Spring, the number of home screen visits more than doubled. Data from the Spring

Instructional & Information Technology Services

Annual Report, AY 2019/20

semester recorded 838,000 home screen visits and 7,150 logged-in users. The most popular App modules have been consistent for some time, and they include Cougar Courses, MyCSUSM, the Message Center (App notifications and opt-in channels), and the Digital ID. A new Moodle design deployed for the Fall term also made accessing Cougar Courses much easier from within the App. This can be seen in the high level of usage with almost 250,000 visits via the Campus App. IITS also continues to partner with units on campus to add new functionality. Last Fall, IITS worked with Parking & Commuter Services to include real-time parking availability maps and graphs displaying the number of available spots. This Parking availability feature had approximately 44,000 views in Fall 2019. Another unique request was to build a student check-in function; IITS added this capability to the App within 48 hours. As part of an engagement campaign, students were encouraged to check-in on campus. While dormant in the App, this capability could be useful as a means for supporting contact tracing of those physically on campus during the COVID-19 period.

Unanticipated Opportunities for Advancing the Unit's and Division's Vision and Mission:

Nothing defines the true spirit of the university and community partnership in 2020 more than the response to the move to virtual instruction and other associated spring work environment challenges. For IITS, what started out as a one- or two-day equipment checkout event back on March 16th, became weekly distribution days spanning the entirety of the semester. That first week was a challenging yet inspiring time as over 30 IITS employees directly participated in supporting the effort to provide equipment to the entire campus community on very short notice. In the first three days alone, IITS provided over 300 laptops (120 to students) and several hundred other pieces of loaner equipment (webcams, headsets, monitors, keyboards, etc.). Of particular note, since the beginning of this event and through to the date of this report, no technology request by a member of the campus community has been turned down.

While the first days of this event saw the greatest distribution of equipment, the demand continued throughout the duration of the term. During this time, IITS managers exclusively came to campus each week to open the Help Desk and provide desperately needed help and equipment to students, staff, and faculty who needed these items to teach, serve, and learn. The Spring semester's scope of effort is as follows:

Summary of Efforts in Spring Term

- Total Faculty/Staff/Students Assisted – 576 (373 Fac/Staff and 203 Students)
- Total Laptops Loaned Out – 480 (287 Fac/Staff and 193 Students)
- Total Items Loaned Out – 1203
- Total Distribution Days - 12 days over 7 weeks
- Total Distribution Hours - 64

Summary of Summer Efforts (May 1 - Jun 16)

- Returned Units - 75
- New Summer Laptop Loans - 61

Instructional & Information Technology Services

Annual Report, AY 2019/20

Due to the nature of the event, IITS deployed a unique strategy that set us apart from other CSUs. Instead of simply buying our way out of the problem—which would have been costly—IITS primarily utilized existing resources wherever they could be found on campus. This strategy included collecting all instructional laptops, reimaging them, and redistributing them for immediate personal reuse. By the end of the semester, IITS' effort had included deconstructing our once-pristine student labs (Kellogg 2000) to increase availability of equipment for distribution. As the academic year ends, IITS is currently exchanging laptops loaned to staff for All-in-One computers previously used in our labs. This equipment will in turn be refreshed and provided to students (and some faculty) for the summer and fall terms.

AY 19/20 Unanticipated Opportunities:

- *Inspiration Studios* – Worked with faculty and FDM to create a new AR/VR studio and photography space for instruction and student research.
- *Deployment of Call Center Functionality* – To ensure support to the campus community during COVID-19 response, deployed new call center capabilities in Admissions, Financial Aid, Records, Cashiers, Extended Learning, and IITS (Help Desk).
- *IT Disaster Recovery Audit* - Worked with UPD Emergency Management team and functional departments to develop operational plans and respond to CSU audit requirements.
- *Transact ID & Meal Plan* – Partnered with CSUSM Corp and Sodexo to deploy eOneCard and retail solution until project was placed on hold. As in interim solution, IITS deployed an internally developed site to allow students to upload ID photos.
- *Markstein Video Wall* – Partnered with CoBA and PD&C to refresh the wood paneling in the entrance to Markstein Hall and add an elegant video wall that draws students' attention and will be used as part of the event, marketing, and donor activities that occur within the space.
- *Campus Website* - Deployed updated search capabilities and assisted departments across campus in adopting the new web templates.
- *Information Security* – Establishment of a new online training program to help students use social media and other platforms safely. Also enabled DUO MFA security to our students when accessing the MyCSUSM direct deposit pages to protect their account information from phishing attacks.
- *Microsoft Teams Adoption* — Microsoft Teams has proven to be a valuable communications platform that has seen a huge adoption with units across campus during the Spring 2020 period. Teams has proven to be more effective than traditional email through its social media style communications, real-time chat, shared files, and virtual meeting spaces. For reference, in March 2020, 470 teams were created, which represented 55% of all teams created at CSUSM up until that

Instructional & Information Technology Services

Annual Report, AY 2019/20

point. To put the associate usage in context, in early March, Teams' daily activity was less than 100 messages in a team, approximately 5000 individual messages, and less than 20 calls/meetings. By comparison, even in mid-June after the end of the semester, 1940 messages were posted to a team, 14700 private messages were sent, 394 calls were made, and 117 meetings occurred.

- *Cougar Courses* (Moodle Learning Management System) – With the increased need for instructors to make materials available online, Cougar Courses experienced a notable increase of instructor usage. Prior to March 9th, there were 788 instructors using Cougar Courses for at least one course. By April 6th, there were 829 instructors using Cougar Courses resulting in an increase of 140 courses available to students. Cougar Courses is highly utilized with 14,910 unique students having access to at least one course using Cougar Courses. Additionally, Cougar Courses use in the Spring semester saw substantial usage via the mobile platform with almost 250,000 individual visits via the Campus App alone.
- Zoom has always been heavily utilized on campus. From August 1, 2019 through February 29, 2020 there were 725 active users, 6,653 total users, 6,059 meetings, 59 webinars, 34,395 total meeting participants and 1,628,252 meeting minutes. From March 1, 2020 through today, there have been 3,218 active users, 11,486 total users, 49,531 meetings, 71 webinars, 514,088 total meeting participants, and 22,312,822 meeting minutes.