

2003 System-Wide IT Success Scorecard

formerly "Technology Capacity Assessment"

IT Roundtable and Office of the Chancellor, ITS Division

October 12, 2003

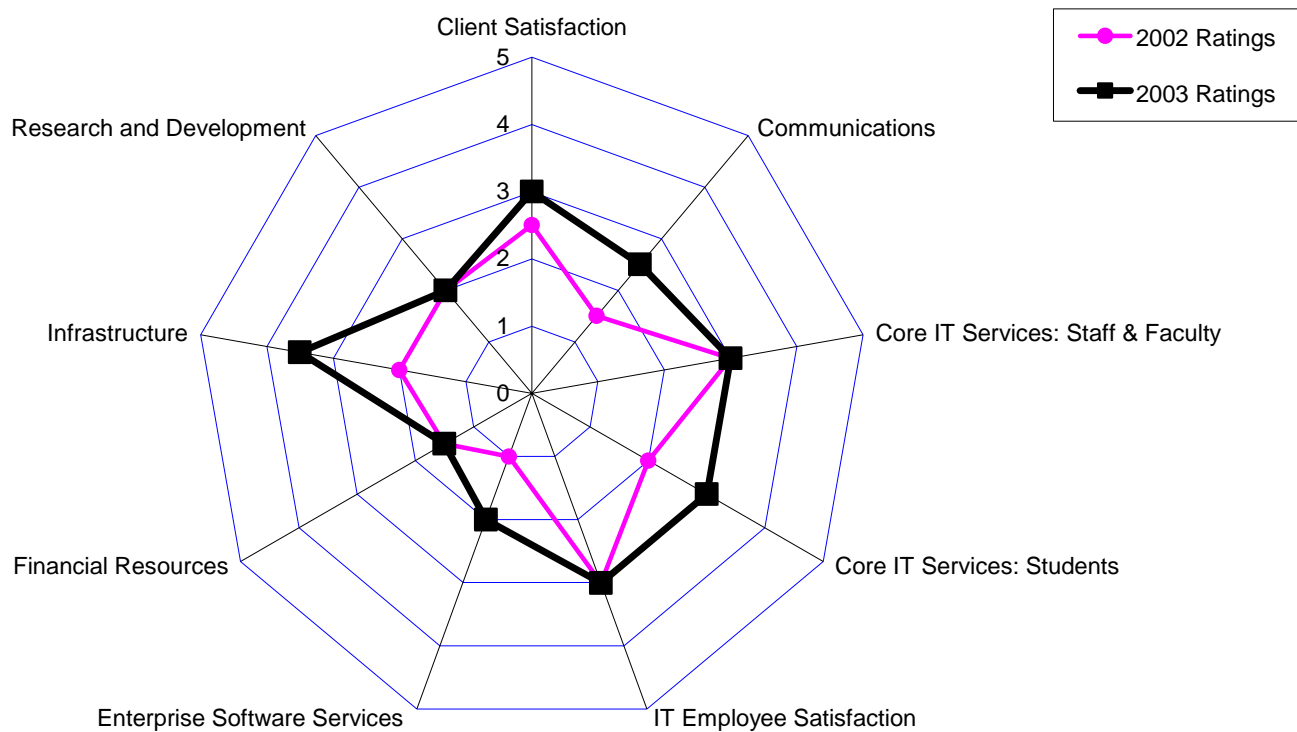


Minnesota
STATE COLLEGES
& UNIVERSITIES

System-Wide IT Success Scorecard

The chart below shows the 2003 ratings (1-5) in contrast with the 2002 ratings. In all cases, ratings either stayed the same or went up, reflecting improvement in these areas.

Assessment At-A-Glance



The axis of scoring goes from 0 at the center to 5 at the outer ring, with higher ratings indicating higher satisfaction among stakeholders.

The strategic goal of the ITS divisions on campuses and in the Office of the Chancellor is to see continuous improvement in all areas. Intellectual Property, an assessment area in 2002, has been removed from subsequent assessments.

The IT Roundtable may add, remove, or modify assessment areas as it sees fit.

Note

The information that follows records and explains the 2003 assessment ratings of the IT Roundtable membership, a group that represents various key campus constituents. Information on the IT Roundtable, including a list of members, can be found on the Web at <http://www.its.mnscu.edu/governance/roundtable/>.

While the first assessment in 2002 was the result of a single facilitated day-long meeting of the membership, the 2003 assessment added several more quantitative data resources. The IT Customer Satisfaction Survey, based on over 400 respondents, provided key insights into the effectiveness of Office of the Chancellor services, and the CIO survey helped ensure that the data informing this assessment included campus input and assessment of campus services.

While reviewing this year's assessment, the IT Roundtable agreed that subsequent assessments will need to include expanded data, including direct surveys of key stakeholders—in particular, faculty, staff, and students. Other data sources will be explored as well, including student satisfaction data included in the Noel-Levitz data-collection on student satisfaction and the Educause Core Data Survey. ITS is currently considering combining data collection needed for subsequent assessments with information gathered in the annual ITS customer satisfaction survey.

For questions on this report, contact John O'Brien, Associate Vice Chancellor, Instructional Technology/Deputy CIO, at john.obrien@so.mnscu.edu.

AREA 1: CLIENT SATISFACTION

2002 RATING:

2.5 of 5

2003 RATING:

3.5 of 5

RATIONALE FOR RATING:

The 2002 rating of 2.5 of 5 (below average satisfaction) was seen as not reflecting the overall level of client satisfaction as reflected in the first comprehensive survey conducted in 2002 by the ITS division (<http://www.its.mnscu.edu/survey/2002/index.html>). No grades of F were reported in this survey, and, in fact, most grades are in A, B, and C range. 85% of 400 respondents expressed overall satisfaction with the quality of Office of the Chancellor ITS products and services. It is acknowledged that resource limitations and prioritization result in tensions and dissatisfaction in specific areas (new ISRS module development, in particular), and it is important to note that the 2002 survey predates the current budget cuts and slowdown in ISRS enhancement resulting from the mandated NTC project.

Data Point: The survey of campus Chief Information Officers rated this assessment area 3.58/5.0.

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|----------------------------|---|------------------|----------------------|-------------------|------------------------|
| Client Satisfaction | Very low satisfaction - process - delivery - resources - communications | Low satisfaction | Average satisfaction | High satisfaction | Very high satisfaction |

AREA 2: COMMUNICATIONS, IMAGE, AND IDENTITY

2002 RATING:

1.5 of 5

2003 RATING:

2.5 of 5

RATIONALE FOR RATING:

The Office of the Chancellor ITS division has made some noted improvements in communication, though it was acknowledged that there is considerable work to be done. Some improvements recognized include the new listserv software (Lyris), the digital publication of The Source, and—most importantly—the expansion of campus involvement in various governance organization. Along with an expanded role for the ITS steering committees, new high-level technology committees in the Leadership Council and Board of Trustees have improved communication and visibility of IT system-wide.

Data Point: CIO ratings in communications areas were 3.11 and 3.44, with a rating of 2.63 in the area of internal/external marketing of IT services).

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|---|---|------------------|----------------------|-------------------|------------------------|
| Comm- ications, Image and Identity | Very low satisfaction - knowledge - communications - marketing - use of the web | Low satisfaction | Average satisfaction | High satisfaction | Very high satisfaction |

AREA 3: CORE IT SERVICES TO STAFF & FACULTY

2002 RATING:

3 of 5

2003 RATING:

3 of 5 (no change)

RATIONALE FOR RATING:

It was recognized that the Office of Instructional Technology is working well with the Academic Software/Systems Steering Committee to ensure adequate academic software is available within current resource limitations. OIT is also engaged in expanding its role (a) negotiating discounted contracts on software/hardware (b) working with campuses to launch RFPs when requested by campuses to provide system-leveraged discounts.

Data Points: When CIOs were asked to evaluate the adequacy of current academic software, the rating was 4.53/5.0. Other CIO ratings were between 3.84-4.21 in areas related to this one. The survey of campus Chief Information Officers rated Instructional Management Systems (ISM) services 4.16/5.0. This rating is consistent with the preliminary findings of an OIT survey conducted of users of the currently supported IMS systems in 2002. In the area of mobile computing, the CIO survey rating was 3.37.

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|--|---|-------------------------------|----------------------|----------------------------|------------------------|
| Core IT Services to Staff and Faculty | High User dissatisfaction with - services, - support , - ease of use and - training | Moderate User dissatisfaction | User neutrality | Moderate User Satisfaction | High User Satisfaction |

AREA 4: CORE IT SERVICES TO STUDENTS

2002 RATING:
2 of 5

2003 RATING:
3 of 5

RATIONALE FOR CHANGE IN RATING:

The change in this rating followed a discussion of the currently level of IT services to students, including recent improvements offered through ISRS enhancements for students and new e-student services initiatives. It was agreed that subsequent assessments should include more student data, and student association members agreed to assist in this area.

Data Point: Supporting the change were the ratings of CIOs in the area of services to students, with ratings from 3.5 to 4.47 in various related areas. One exception was the mobile computing area, which CIOs ranked 2.89/5.

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|-------------------------------------|---|-------------------------------|----------------------|----------------------------|------------------------|
| Core IT Services to Students | High user dissatisfaction with - services, - support , - ease of use and - training | Moderate user dissatisfaction | User neutrality | Moderate user satisfaction | High user satisfaction |

AREA 5: IT EMPLOYEE SATISFACTION

2002 RATING:

3 of 5

2003 RATING:

3 of 5 (no change)

RATIONALE FOR RATING:

The change in the job market for IT staffing from shortage to surplus and the current budget environment has resulted in an improvement in our ability to recruit and retain excellent staff with existing compensation structures. However, while employees may feel lucky to have a position in the current environment, there was agreement that this does not mean employees are generally satisfied with their employment. In fact, any pay freeze coupled with possible layoff will add responsibilities to those who remain and may intensify the need for competitive compensation—at a time when pay increases may not be possible.

Data Point: The survey of campus Chief Information Officers rated this assessment area 3.22/5.0

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|------------------------------|--|------------------|----------------------|-------------------|------------------------|
| Employee Satisfaction | Very low satisfaction - compensation - environment - communications - training | Low satisfaction | Average satisfaction | High satisfaction | Very high satisfaction |

AREA 6: ENTERPRISE SOFTWARE SERVICES

2002 RATING:

1 of 5

2003 RATING:

2 of 5

RATIONALE FOR CHANGE IN RATING:

It was generally agreed that the initial rating of 1/5 was too low, especially given the results of the ITS Customer Satisfaction Survey (<http://www.its.mnscu.edu/survey/2002/index.html>). In addition, it was recognized that improvements in ISRS have taken place during this assessment period, including documentation, help desk, and some key modules developed. This assessment was recognized as a crucial area for continued attention/improvement in the year ahead, though it was also acknowledged that resource limitations are a significant challenge.

Data Point: CIO ratings in this area range from 1.47-2.79.

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|-------------------------------------|--|-------------------------------|----------------------|----------------------------|------------------------|
| Enterprise Software Services | High user dissatisfaction with <ul style="list-style-type: none">- fully web-enabled- training/support- priority process & funding | Moderate user dissatisfaction | User neutrality | Moderate User Satisfaction | High User Satisfaction |

AREA 7: FINANCIAL RESOURCES

2002 RATING:

1.5 of 5

2003 RATING:

1.5 of 5 (no change)

RATIONALE FOR RATING:

On the one hand, it was agreed that there were areas that improved due to the strategic focus of the ITS division at the Office of the Chancellor (ISRS enhancements and bandwidth expansion). On the other hand, given the deep cuts made on campuses and in the Office of the Chancellor, it was considered impossible to suggest an improvement in the financial resources picture for IT. In the related area of improving accountability and feedback in IT decision making, it was agreed that the changes and evolution in IT governance have been positive in this area. It was strongly noted that the system has been successful in its stewardship of IT financial resources in key areas, when negotiating system-wide contracts for a discount or leveraging purchases of bandwidth to achieve savings or expanded purchasing power through cooperative arrangements.

Data Points: The survey of campus Chief Information Officers rated this assessment area ranged from 1.84 to 2.74

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|----------------------------|--|------------------|----------------------|-------------------|------------------------|
| Financial Resources | Very Low Level of: - Funding - Leveraged resources | Low Level | Average Level | High Level | Very High Level |

AREA 8: INFRASTRUCTURE

2002 RATING:

2 of 5

2003 RATING:

3.5 of 5

RATIONALE FOR CHANGE IN RATING:

The MnSCU ITS customer satisfaction survey reports “grades” of A for WAN announcements, router access list maintenance, and responsiveness to problems. In fact, the grade of “B” for bandwidth availability is the only non-A rating for the wide area network. There has been a doubling in bandwidth capacity since the last ITR report (from 60mps to 120mps). In addition, the new Internet2 agreement has diverted 30-40% of commodity Internet traffic. A variety of other investments have been made to enhance infrastructure performance, including a successfully installed and implemented Storage Area Network, and several advances in management tools have been made available since the last ITR assessment, including traffic prioritization protocols, implementation of quality of service-enabled services, and deployment of WAN-accessible array of network diagnostic tools. Finally, improvements in security and virus protection efforts were recognized.

Data Points: CIO ratings range from 2.37 to 3.26.

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|-----------------------|---|-------------------------------|----------------------|------------------------|-----------------------------|
| Infrastructure | High user dissatisfaction with - capacity - reliability - administration | Moderate user dissatisfaction | User neutrality | High user satisfaction | Very high user satisfaction |

AREA 9: INTELLECTUAL PROPERTY

NOTE:

It was agreed that this success arena (rated 2 of 5 in 2002) is currently being handled by the Academic and Student Affairs division and should not be an assessment area for IT.

AREA 10: RESEARCH & DEVELOPMENT

2002 RATING:

2 of 5

2003 RATING:

2 of 5 (no change)

RATIONALE FOR RATING:

There are several ways that data-based decision making has improved since the last assessment, including (a) more effective, strategic use of Gartner consulting services (e.g., the core infrastructure study currently underway), (b) campus participation in the Educause Core Data Survey, (c) campus technology master plan completion summer of 2003, (d) this second annual assessment, and (e) increased research work being done by ITS steering committees to arrive at findings (e.g., the bandwidth study recently completed). The customer satisfaction survey and the extraordinary efforts to gather system-wide data/input on the IMS vendor semifinalists are also evidence of a demonstrably greater focus on research for informed decision making. While this area was considered relatively stronger (CIO rating of 2.74/5), the ability to fund and deploy successful research and development is not considered as strong—in particular when looking at our ability to work on R & D projects with other entities/consortia. However, several new promising relationships were noted involving work with the University of Minnesota, including the signing of the Internet2 agreement, GIS collaboration, and the Statewide Digital Learning Plan development (also with K-12, private colleges, and the Dept. of Administration). In addition, ITS has worked even more closely in the last year with the MHEC consortium, WICHE, Edutools, and many other organizations to gather data on purchasing, student services, and IMS products to further data-based decision making.

Data Point: CIO ratings range from 1.89 to 2.58.

| | 1 Very Low | 2 Low | 3 Average | 4 High | 5 Very High |
|---------------------------------|--|------------------|----------------------|-------------------|------------------------|
| Research and Development | Very Low Integration of : - Research - Resources - Level of collaboration - Leveraging of assets | Low Integration | Average Integration | High Integration | Very High Integration |

Appendix
Goals, Measures, and Implications

| Success Arena | Goals | Measures | Implications |
|----------------------------|----------------------|---|---|
| Client Satisfaction | 1. Satisfied clients | <ul style="list-style-type: none"> • there is a clearly defined process for initiating and implementing new technology • Projects are delivered on time, within budget and meet client needs • Good communication during projects, keep clients informed of progress • Users are adequately trained prior to implementation • Adequate resources (documentation and help desk) are available if questions or problems are encountered • There are limited production problems or downtime after implementation • Periodic review of existing technology for usability and productivity | <ul style="list-style-type: none"> • Clients are satisfied • Improved morale • Improved recruitment and retention (of all clients) • Improved funding |

| Success Arena | Goals | Measures | Implications |
|---|---|---|---|
| Communications, Image and Identity | 1. Achieving trust and understanding across MnSCU through communication | <ul style="list-style-type: none"> • Communication is an integral part of all projects/plans • Vision/mission are understood • Do we regularly assess the effectiveness of MnSCU's communication with students, faculty, and staff? • Do we provide a mechanism for receipt of input? | <ul style="list-style-type: none"> • Better funding and resources • Better understanding among audiences (legislative, business, public, staff, students, faculty, etc.) • Greater alignment with planning efforts across system |

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| | 2. Effective, ongoing communication throughout MnSCU | <ul style="list-style-type: none"> • Are users getting information needed to do job? Do sharing mechanisms exist? • Does information come in forms that are effective for all users? Is there user involvement? • Help desk queries (number and type) • Are we using effective new channels/ media • How we use feedback about communication to influence other programs, e.g. training • Redundant communication • Are student leadership groups receiving regular communication (at least semi-annual)? • Do we provide a forum for students to make recommendations? | <ul style="list-style-type: none"> • If people get information they need they can be efficient/ effective in their jobs |
|--|--|---|--|

| Success Arena | Goals | Measures | Implications |
|--|---|--|--|
| Core IT Services to Faculty and Staff | 1. Support decision making and instruction with institutional research and academic information | <ul style="list-style-type: none"> • A single access path exists for student data • Faculty and staff institutional research questions are answered in a timely manner • There is direct access to appropriate institutional data for all faculty and staff who wish to do queries • There is technical support for data access by faculty and staff | <ul style="list-style-type: none"> • Better decision making • Timely delivery of information • Accurate presentation of institutional information |
| | 2. Access to adequate hardware, software, and technical support | <ul style="list-style-type: none"> • Provide office computer equipment and software to meet faculty and staff needs • Hardware and software problems are resolved in a timely manner • Training is provided in the use of appropriate hardware and software • Faculty and staff are involved in software and hardware decisions • Support procedures and contact information are communicated • Websites, e-mail, and voice mail are provided that are accessible both on and off campus | <ul style="list-style-type: none"> • Increase productivity • Better return on the IT dollar • Improved faculty and staff morale |

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| | 3. Access to classroom information management systems for all classes | <ul style="list-style-type: none"> • Electronic class lists are easily available to faculty • Faculty have input on format, content, and changes to electronic class lists • Electronic grade-book software is provided that integrates with electronic class lists, grade submissions, and machine test scoring • Support for electronic scoring, score posting, direct grade-book entry, and test analysis for objective tests is provided • Adequate support and training is available to faculty who teach distance learning and web-enhanced classes | <ul style="list-style-type: none"> • Improved faculty morale • Faculty and staff spend less time on instructional management tasks • Increased accuracy • Improved accuracy and quality of student assessment |
| | 4. Support for academic computer labs | <ul style="list-style-type: none"> • Timely replacement and upgrading of hardware and software • Reliable lab infrastructure • Problems are solved in a timely manner • Adequate support and training for faculty and staff in using lab facilities is provided • Faculty and staff are involved in decisions to change hardware and software • There is effective and timely communication of events and changes that affect users | <ul style="list-style-type: none"> • Students can complete coursework • Students have access to common technology |
| | 5. Support for non-lab classroom technology | <ul style="list-style-type: none"> • Faculty have access to classroom technologies appropriate to instructional needs • There is timely repair and replacement of classroom equipment • There is adequate support and training for faculty in current classroom hardware and software • Faculty are involved in hardware and software selection | <ul style="list-style-type: none"> • Improved course delivery • Improved morale |

| Success Arena | Goals | Measures | Implications |
|-------------------------------------|---|--|---|
| Core IT Services to Students | 1. Fully implement WICHE distance education standards | <ul style="list-style-type: none"> • Yes/no (audit) | <ul style="list-style-type: none"> • Students will be better served • Potential cost savings for campus |

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| | 2. Local campus systems to students adequately available to support their coursework | <ul style="list-style-type: none"> • Yes/no (survey of student satisfaction) | <ul style="list-style-type: none"> • Enhance student learning • Campuses more attractive when recruiting |
| | 3. Software and hardware to students is used in industry settings | <ul style="list-style-type: none"> • Yes/no (audit) | <ul style="list-style-type: none"> • Students better prepared for work environment |
| | 4. IT policies and services are readily available and publicized to students | <ul style="list-style-type: none"> • Yes/no (survey) | <ul style="list-style-type: none"> • Students will know what is and isn't acceptable |
| | 5. Provide IT learning opportunities for students | <ul style="list-style-type: none"> • Ratios (survey student employees) | <ul style="list-style-type: none"> • Students will gain real-world experience • College opportunities will better serve students |
| | 6. All students are provided internet access from campus and networked storage space accessible from on and off campus | <ul style="list-style-type: none"> • Yes/no | <ul style="list-style-type: none"> • Increased communications, and learning throughout college community |
| Success Arena | Goals | Measures | Implications |
| Employee Satisfaction | 1. Receives industry-based compensation with consideration for advancement | <ul style="list-style-type: none"> • Receives appropriate compensation, comparable to industry standards, and receives consideration for promotion and advancement | |
| | 2. Clear, ergonomic, private space with current computer technologies upgraded regularly | <ul style="list-style-type: none"> • Knows and understands work expectations and priorities, including individual and team roles, and receives periodic reviews and regular constructive feedback | |
| | 3. Receives periodic performance reviews, constructive feedback, understands roles, responsibilities, and priorities through effective systems of communication and supervision | <ul style="list-style-type: none"> • The staff member making progress toward a development plan which has department and institutional support and has regular time for self-development and OJT | |
| | 4. Operates in a team-based environment that fosters employee input, feedback, and decision making | <ul style="list-style-type: none"> • Does the institution / Office of the Chancellor provide adequate funds and staff to the IT department and does it demonstrate respect for IT accomplishments? • Works in a friendly environment that fosters teaching and learning • Is treated fairly, equally, and with respect • Believes that his/her accomplishments are making a constructive impact | |
| | 5. Skilled staff are available | <ul style="list-style-type: none"> • Projects completed when needed • Staffing levels based on benchmarked data | <ul style="list-style-type: none"> • Increased user satisfaction • Reduced staff stress |

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| | 6. Staffing plans developed | <ul style="list-style-type: none"> • Project plans include staffing plan • Staffing plans include long term view | <ul style="list-style-type: none"> • Projects not delayed because of staffing issues • Right people, right time, right place • Right mix considered |
| | 7. Continuous staff development | <ul style="list-style-type: none"> • Development plans in place • Skills in place (or planned) to meet future needs | <ul style="list-style-type: none"> • Increased productivity • Increased employee satisfaction • Increased ability to attract staff • Increased user satisfaction |
| | 8. Market competitive | <ul style="list-style-type: none"> • Recruitment competitive (salary/benefits) • Perception of MnSCU as employer of IT is improved • Appropriate level of turnover | <ul style="list-style-type: none"> • Viewed as “normal” • Employer of choice for professional/ technical IT staff • Skill mix adjusted |

| Success Arena | Goals | Measures | Implications |
|-------------------------------------|---|--|---|
| Enterprise Software Services | 1. Software – Single set for information transactions and management | <ul style="list-style-type: none"> • Fully web enabled • Full documentation <ul style="list-style-type: none"> • Easy application interface through standard / open architecture • Reliable, easy user interface • Supports multiple environments • Well documented software • Complete set of documented data definitions | <ul style="list-style-type: none"> • Uniform data throughout the system • All use same system, same way • Provides for data driven decisions • Students and other users will have the information they need on-line |
| | 2. Training and User Support Rated as Excellent; training and user support will be provided so that all MnSCU clients have the necessary K, S and A’s to efficiently use the technology when and where needed | <ul style="list-style-type: none"> • Training and user support provided just-in-time • User response will be in accordance with established service level agreements • An organized methodologies for training will be defined and communicated • User satisfaction | <ul style="list-style-type: none"> • Users can do what they need (happy users) • Higher productivity |
| | 3. Maintenance / Priority / Usage – Refine and enhance or replace the software to efficiently meet the needs of users as established through a formal assessment process | <ul style="list-style-type: none"> • Users understand, refine/enhance/ replacement priority process • Decision making process is representing and timely • Track customer relationship | <ul style="list-style-type: none"> • Better systems • Increased customer satisfaction • Ability to react quickly when something needs to be changed • The right people are involved in decision making |

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| | 4. Funding/Resources – Sufficient resources will be available to acquire, grow, and enhance software, to maximize benefits through sharing across system, leverage through locally developed software and take a long term view through TCO | <ul style="list-style-type: none"> • Establish a benchmarking process for IT spending • Change budgeting process to include IT cost impact of all new activities • Quarterly audit of all combined development effort | <ul style="list-style-type: none"> • Increased ability to enhance, refine, and make systems better • Positive impact on systems • Stakeholders will see accountability |
| Success Arena | Goals | Measures | Implications |
| Financial Resources | 1. Sufficient funding | <ul style="list-style-type: none"> • Project completed when needed • Funding levels available based on benchmarked data • Adequate funding for new technologies | <ul style="list-style-type: none"> • Increased user satisfaction • Mankato has all funding needed • Increased ability to attract staff and students |
| | 2. Processes and disbursement accountability | <ul style="list-style-type: none"> • N/C • All projects use investment process | <ul style="list-style-type: none"> • Increased accountability • Systems aligned with business needs |
| | 3. Leveraged resources across campuses and system as a whole | <ul style="list-style-type: none"> • Utilization of combined campus and Office of Chancellor resources • Increased percentage of system-wide efforts that incorporate campus resources | <ul style="list-style-type: none"> • Improved ROI • Systems better meet needs • Increased skills for use in other projects |

| Success Arena | Goals | Measures | Implications |
|-----------------------|--|--|---|
| Infrastructure | 1. Bandwidth and servers meet or exceed reasonable needs and expectations of MnSCU campus and the OC and are reflected in MnSCU/campus master plans | <ul style="list-style-type: none"> • 100% scheduled uptime • Bandwidth use ≠ exceed 65% on average • Server and bandwidth = adequate for peak usage (registration cycles) • Users are satisfied with infrastructure (survey) • Achieved estimated maximum response times for appropriate uses • Determine appropriate / inappropriate use of bandwidth • Competitor/peer comparisons of performance | <ul style="list-style-type: none"> • Quicker service • Growth enabled • Learning supported • Free time freed up for students • Student/staff satisfaction • Review standards for measuring network/infrastructure performance |
| | 2. Established update and replacement policies and standards for network hardware, software, and other devices meet or exceed needs and expectations | <ul style="list-style-type: none"> • Chancellor approves policies/standards and OC/campuses implement them | <ul style="list-style-type: none"> • More efficient • Cost |

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| | 3. MnSCU and campuses develop, implement, and periodically review policies and procedures to provide effective and strategic management of infrastructure resources | | <ul style="list-style-type: none"> • Requires coordination and leverage of resources with other agencies and organizations |
| | 4. Provide centrally coordinated system-wide security/virus protection and response in coordination with local efforts | <ul style="list-style-type: none"> • Measurable reductions of damage from security / virus incidents | <ul style="list-style-type: none"> • Reduced system funding levels for security / virus protection • Improved productivity • Enhanced trust/image • Student rights protected |
| | 5. The impact of new initiatives on infrastructure will always be evaluated before planning and implementation | <ul style="list-style-type: none"> • All plans include documented consideration of infrastructure impact • Includes academic, seemingly non-technology initiatives • Plans always include infrastructure analysis | <ul style="list-style-type: none"> • First-time funding includes plans for on-going maintenance and infrastructure • Infrastructure Steering Committee reviews infrastructure impact and measures improvement • Improved decision making • Responsible stewardship of state resources • Projects lacking sensible infrastructure planning are discouraged and/or discontinued |

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|------------------------------|--|--|---|
| Intellectual Property | 1. The Board of Trustees will approve intellectual property language | <ul style="list-style-type: none"> • Proposed language passes internal policy review and is approved by the board • Approved by March 2002 | <ul style="list-style-type: none"> • Clarification of issues, ownership and related rights around intellectual property to ensure players in the e-learning enterprise can confidently move ahead with development |
| | 2. Intellectual property rights are clarified for campus administration, faculty, and students | <ul style="list-style-type: none"> • OIT develops and promotes a web site that provides and points to useful clarifications, templates, and other resources; campus parties are aware of this site and use it (use pattern tracking) • Track IP coordinators • User satisfaction survey | <ul style="list-style-type: none"> • It is vital that once intellectual property policies are in place, information about them is disseminated to our campuses across the state • Need to disseminate information |

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| | 3. Copyright rights and responsibilities are clarified for campus administration and faculty | <ul style="list-style-type: none"> • OIT develops and promotes information on copyright • OIT website created, “hits” tracked • Templates available and downloads tracked • Track IP coordinators • User satisfaction / awareness survey | <ul style="list-style-type: none"> • Responsibilities related to copyright need to be understood by faculty STAT to prevent exposure to liability and to follow the state and federal law • Need to disseminate information |
| | 4. An informational website is developed through the Office of the Chancellor to disseminate information to campuses on both intellectual property and copyright issues, including templates for agreements that will clarify rights and responsibilities for all parties. Encoded works are protected to allow maximization of assets | | |

| Success Arena | Goals | Measures | Implications |
|---------------------------------|---|--|--|
| Research and Development | 1. MnSCU uses existing IT research resources (e.g. Gartner Group and GIGA) to inform technology management decisions | <ul style="list-style-type: none"> • All system CIOs are aware of existing research resources | <ul style="list-style-type: none"> • More tech-related decisions are based on data and research versus opinion / anecdotal evidence |
| | 2. MnSCU taps the extensive expertise of campus IT departments and faculty; relevant R&D projects within the system are encouraged | <ul style="list-style-type: none"> • Does IT faculty and staff feel their expertise is sought out and utilized? (survey) • Faculty and staff participation rates increase at system-wide IT events | <ul style="list-style-type: none"> • Faculty and staff change culture of non-involvement in management |
| | 3. MnSCU makes full use of its membership in higher education organizations and consortia to ensure (a) that projects and research sponsored are known and utilized by MnSCU and (b) that MnSCU sponsored research projects are publicized and utilized by others | <ul style="list-style-type: none"> • Participation by staff and faculty increase at national conferences | <ul style="list-style-type: none"> • Increased knowledge sharing and acquisition of new ideas • Improved MnSCU visibility and reputation |
| | 4. MnSCU increases its on-going collaboration with the U of MN to undertake joint R&D projects that are mutually beneficial | <ul style="list-style-type: none"> • Increased number of joint projects | |