Attached are several recommendations for enhancing CCSU's Strategic Plan.

These recommendations reflect our growing interest and commitment to protecting the university by improving information security and disaster recovery preparations through risk assessment, planning, and risk mitigation.

The recommendations follow the organizational structure of our current Strategic Plan. The only changes I’m recommending from the existing plan is to modify the introduction to reflect the addition of a new objective [#8] and to move the existing objective, 4.6, to the new section 8. Everything else in section 8 is new.

I am pleased that President Miller has provided a critical review of these recommendations and clearly the assessment components have been strengthened as a result. However, the responsibility for the content is mine.

I look forward to discussing these recommendations with you.
Purpose: Recommendation of a new goal for CCSU’s Strategic Plan.
The addition of a new Goal will require the following minor changes to page 6.

The Strategic Plan designates eight broadly defined goals: (p.6)

Goals
8. Enhance and maintain effective operations in information services and infrastructure in support of teaching and student learning. [New, p. 6]

Objectives [No changes]

Objective 8.1 [formerly 4.6] Maintain a life-cycle funding model to ensure adequate technology refresh to allow the University to meet its academic and administrative technology needs.

Reference to Previous Strategic Plans: none

ExCom Members: CIO, CFO

Assessment Tool: Percentage of computers refreshed within one calendar year beyond the third anniversary of purchase.

Baseline: 90% (2005-06)

Goal: 100%

Progress: 90% Due to budget reductions in 2009-10, the policy goal was changed from 3-year refresh cycle to every 4 years: In 2010-11, 335/1500 computers refreshed. State bond funding was not available during the fiscal year, 2010-11 but has been distributed at end of fiscal year for use in 2011-12. We completed a 25% refresh of all computers in 2011-12 and we have eliminated all computers over 6 years old.

Enabling Activities:

• Monitor the effectiveness of the new 4-year refresh cycle.

• Maintain adequate state bond funding for technology (see above).

• Maintain/increase CIO/IT budget allocations.

• Maintain sufficient human resources. Budgetary resources were prioritized to privilege training over professional development. Should additional resources become available, professional development opportunities will be funded.
Objective 8.2 [New]
Maintain a life-cycle funding model to ensure adequate technology infrastructure refresh to allow the University to meet its academic and administrative technology needs.

Reference to Previous Strategic Plans: none

ExCom Member: CIO, CFO, CAO

Assessment Tool: Percentage of network and classroom infrastructure refreshed within one calendar year beyond the 6th anniversary of purchase.

Baseline: 90% (2010-11)

Goal: 100%

Progress: 85% (2011-12). State bonding funds support purchases of technology infrastructure including servers, switches, and classroom presentation equipment. [Update with data for 2011-12 ➔ in progress]

Enabling Activities:

• Monitor the effectiveness of the new 6-year refresh cycle.

• Maintain adequate state bond funding for technology (see above).

• Maintain/increase CIO/IT budget allocations for complementary non-capital equipment that is essential for operation of infrastructure.

• Maintain sufficient human resources. There are only 2 FTE technical staff who maintain inventory and operation of critical network equipment. Likewise, there is only 1 FTE who is dedicated to support of classroom presentation equipment. While subcontractors are employed for new installations, support for daily operations is essential that these positions receive regular UA support.
Objective 8.3 [New] Enhance security and mitigate risks in all operational activities.

Reference to Previous Strategic Plans: [New]

ExCom Members: CAO, CFO, CIO, and CHR

Assessment Tool: Complete annual risk assessments for each department on campus [New] and report findings to campus and ConnSCU. Conduct annual surveys to measure levels of security compliance. Track “data breach incidents” and report annually. Complete and assess BOR “Information Security Risk Assessment” annual evaluation.

Baseline: Risk assessment templates completed for Board of Regents in summer 2012.

Goal: 100% compliance.


Enabling Activities:

• Create a BCP (Business Coordinating Planning) team to oversee the development of a baseline Business Continuity Plan (BCP) that would be updated at least annually.

• The BCP Team will develop goals, objectives, and timeframes for implementation of the business continuity plan.

• The BCP Team will work with and enable individual units assess and mitigate risk and will update the “risk assessment documentation” requested annually by the Board of Regents.

• Establish roles for newly created Data Stewards and Data Custodians Review and disseminate “Records Retention” policy and monitor compliance.

• Develop an “Information Security Strategy” for CCSU that is consistent with CSU’s “Information Technology Security Policy” (BR#06-10 and BR#06-9) including the implementation of “CSUS Information Security Standards.”

• Enhance website, distribute “best practices,” and increase communication to improve awareness of the importance of information security.

• Provide training for staff to enable them to identify and secure Personal Identifiable Information (Class A- Restricted) and develop appropriate safeguards for all sensitive data (Class B- Private).

• Work with related groups (e.g. ConnSCU System Office and auditors) to conduct annual security assessments of procedures and compliance.
**Objective 8.4 [New]** Enhance and maintain the effectiveness of Disaster Preparedness.

**Reference to Previous Strategic Plans:** [New]

**ExCom Members:** CAO, CFO, and CIO

**Assessment Tool:** Annual inventory of Disaster Preparedness in all departments to ensure compliance with updated plans, training of staff, and annual testing.

**Baseline:** Compilation of all DR (Disaster Recovery) Plans to date.

**Goal:** 100% awareness and participation by all administrative units.

**Progress:** Complete baseline Disaster Recovery overview.

**Enabling Activities:**

- Complete initial inventory of existing DR plans.

- Review annual goals and progress of DR Plans.

- Coordinate annual testing of DR Plans.

- Prepare annual recommendations for enhancing DR efforts to President and Executive Committee.