1. Support Services Report Template

Report Info
Name of the person completing this report: Matt Collins
Title of the person completing this report: Information Security Officer
Supervisor/dean reviewing report: Borre Ulrichsen, CIO & AVP, Information Technology Services
Service: Information Technology Services: Develop, implement, and oversee information security policies and procedures
Division/College: Administration and Finance
Name of second reviewer (if necessary): Brad Wells, VP Administration and Finance & CFO

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: Gramm-Leach-Bliley (G-L-B), Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA)
State Law: California Information Practices Act (IPA) of 1977
Any other: All CSU campuses operate under the ICSUAM Series 8000 Information Security policies.

Provide a brief explanation, if necessary, in < 60 words.
(ICSUAM 8010.0, 8015.0) Each campus President and the Assistant Vice Chancellor for Information Technology Services: 1) are responsible for the establishment and implementation of an information security program that contains administrative, technical and physical safeguards designed to protect campus information assets, 2) must appoint a campus information security officer (ISO).

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

The Information Security program at CSUEB protects the valuable information resources of the university and it is a campus-wide responsibility. There is a need for a comprehensive information security plan and an understanding of the magnitude of the issues that are faced at both the CSU system and campus levels. Escalating malicious electronic intrusion as well as a growing body of federal and state legislation expands information security management responsibilities for higher education. Information security policies, procedures, and technical solutions supporting academic and administrative information systems require review/development, classification, and prioritization.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 25%
Faculty: 25%
Administrators/staff: 25%
Colleges/departments: 10%
Academic Senate and/or committees: 5%
### Alumni : 5%
Community outside University : 5%
Total : 100%

**Link to Scoring Rubric**

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

**Provide a brief narrative (<60 words each) explaining your selection for each area.**

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Protection of student privacy and data throughout the prospect/applicant portion of the lifecycle. Protection of campus reputation regarding information security for prospective students.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Protection of student data throughout the matriculated portion of the lifecycle, particularly from enforcement of FERPA, PCI, HIPAA and other requirements but also with training in good security practices. Protection of university reputation regarding information security.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Protection of student data after graduation or other departure from the University. Understanding of good security practices for work and personal life. Protection of university reputation regarding information security.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Provide a brief narrative (<60 words each) explaining your choice.**

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
</tr>
</tbody>
</table>
Pre-college (helping students to enter the system)

Protection for electronic systems, student data and privacy would be compromised during the prospect and application phases of the student’s engagement with the University. The university’s reputation would be put at higher risk due to potential security incidents.

During college (helping students succeed while they are at Cal State East Bay)

Protection for electronic systems, student data and privacy would be compromised while the student is enrolled at the university. Monitoring of compliance with federal, state and other requirements would be reduced. The university’s reputation would be put at higher risk due to potential security incidents.

After college (helping students establish meaningful lifework and be socially responsible contributors to society)

Protection for electronic systems, student data and privacy would be compromised for students who have graduated or otherwise left the university. Monitoring of compliance with federal, state and other requirements as they apply to past students would be reduced. The university’s reputation for graduates would be put at higher risk due to potential security incidents.

Link to Scoring Rubric

2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>This service assists with training students in good information security practices and provides confidence that their privacy and data is protected as they work towards their academic goals.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>This service assists with protecting the privacy and personal data of students as they engage in their academic and other work, allowing them to share or not share information as they prefer and to become knowledgeable in good security practices that they can apply to their personal situations.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>This service puts a strong priority on protection of student data and privacy. Students’ educational experience and prospects for success are increased by the training in and knowledge of good information security practices.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td></td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td></td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Sharing of information where it is appropriate and protection of information and privacy when needed contribute to an environment of respect while encouraging collaboration.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td></td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>This service supports the use of technology through good information security practices. As technology becomes more ubiquitous and reliance upon it more common, and as threats to security proliferate, skills to use technology correctly and to protect the assets associated with it become more critical.</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

Likely to increase
Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

Understanding of the need for increased data protection, better controls over personal privacy, and knowledge of the need for good information security practices continues to develop. New security threats emerge continuously. As more activity occurs using electronic means, the university must be prepared to assist and respond. This service provides those capabilities.

5. Quality of Service

Link to Scoring Rubric

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

Regular meetings with campus stakeholders, and professional engagements with consultants and auditors provide feedback for improvements in this service.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

We have conducted an informal risk assessment to augment the information security assessment that was conducted a few years prior to that. We are working with the central CSU information security team to measure our progress in meeting the rigorous requirements of the CSU.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

Current resources for meeting information security requirements are quite limited, but continued efforts at correctly prioritizing risks should help focus resources on the areas that are in most need of attention. More frequent and widespread security training for the university would help increase awareness and reduce risk.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Additional resources would assist with implementing new electronic tools for monitoring the locations of sensitive data and securing it more efficiently. Resources for training would help with making the university more aware of information threats and good practices to mitigate them. Consulting assistance for complex areas of security like PCI (credit card) compliance would reduce university exposure to these security risks.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes
If yes, describe the process and most recent results in <120 words. If no, please explain.

Regular meetings with campus stakeholders provide feedback to assess the level of satisfaction.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

N/A for this service.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain

A professional attitude and a respect for confidentiality is important when explaining security policies and procedures and encouraging students and employees to meet requirements and/or follow good practices.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Goals for quality of this service are closely tied to legal and regulatory requirements. Audit findings and/or recommendations also contribute to quality of service. Regular risk analysis exercises that incorporate these requirements, findings and recommendations help us to set priorities for short and long-term goals.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Goals for quantity of this service are closely tied to legal and regulatory requirements. Audit findings and/or recommendations also contribute to expectations of the quantity of service provided. Regular risk analysis exercises that incorporate these requirements, findings and recommendations help us to set priorities for short and long-term goals. Also, the University is under constant attack from electronic threats attempting to infiltrate our systems; in this case we seek with this service to reduce the quantity of these attacks that overcome our defenses and cause harm to university systems.

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.
Attach your allocated spreadsheet here.

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

Attach your allocated spreadsheet here.

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

No

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Promotion of self-service security tutorials and other similar resources should make delivery of this service more efficient and more available to students, faculty and staff.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

We are reviewing electronic tools that can assist with information security oversight and implementation: asset management/tracking software, Data Leakage Prevention (DLP) software such as Cloudlock. Consulting assistance for PCI (credit card) compliance concerns is being considered.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please
describe your plan(s) in <120 words. If no, please explain.

Implementation of electronic tools that can assist with information security oversight and implementation: Data Leakage Prevention (DLP) software such as Cloudlock, Chancellor’s Office-hosted Governance, Risk & Control (GRC) software, asset management software. We are also looking at increasing the frequency of retaking the university security awareness training to reduce the risk of security incidents and the associated resource costs of responding to them.

Link to Scoring Rubric

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.


7. Other

Link to Scoring Rubric

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

Yes

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

Other departments take part in assessing security risks and implementing information security policies and procedures, but this service has primary accountability for these tasks.

Link to Scoring Rubric

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Legal and regulatory requirements of the Information Security function impose accountability to external entities.

Link to Scoring Rubric

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.