CIO by Committee: IT and Shared Governance

Dr. Richard L. Riccardi
Southern Connecticut State University
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Introduction

• Who I Am…a little bit function/a little bit technical…
  – Director, Office of Management Information and Research
  – Banner Project Manager & Banner Student Team Leader
  – Associate Dean, Graduate Studies & Continuing Education
  – Systems Analyst

• Where I’m From…
  – Southern Connecticut State University (SCSU)
  – Located in New Haven
  – About 12,000 students
    • 7,000 FT Undergraduates, 900 FT Graduates
Agenda

• Why I’m (and We’re) Here…
  – History
  – The Model: IT Structure & Shared Governance
  – Project Management & Prioritization
  – Lessons Learned
History:
How We Got To Where We Were...
IT Outgrows the University

• Changes
  – Banner Implemented (1999-2001)
    • New Technology: Replaced mainframe system
    • Old Ideas: Tried to replicate old system
    • Steep Learning Curve
  – New President, Provost, VP for Advancement, VP for Student Affairs, and Associate VP for HR in 3 year span
  – 7% Increase in New Faculty, Strategic Plan Developed
IT Outgrows the University

• Problems
  – Information Needs Not Met
  – Technology More Difficult
  – IT Infrastructure Not Adequate

• How Do We Quantify What Staff Is Needed?
When In Doubt, Hire a Consultant

- President Hires Consultant Firm (November 2006)
  - Advantech Group, LLC
  - Current Services
  - Requirements for Additional Services
  - Future Requirements Impacting Services

- Findings (Spring 2007)
  - Current IT Structure Not Working
  - University Strategic Plan Should Drive Technology Initiatives
  - “Administrivia” of Hiring Employees Makes It Difficult To Increase Resources Quickly
When In Doubt, Hire a Consultant

• **Recommendations**
  – Layered Approach
  – Definition of Roles
  – Involve Entire Campus In Decision-Making Process
  – Infuse Project Management Concepts In Every Project
The Model:
*IT Meets Shared Governance*
IT Framework Alignment of Roles and Responsibilities

- End Users Define the **WHAT**
- IT Defines the **HOW**
- Committees Are Cross-Section Of Campus
- Members Of All Committees Wear *University Hats*

**SCSU - University Information**
Data, Text, Graphics, Video, SCSU Data Warehouse/Data "marts," Security

**SCSU - University Applications**
Banner, Core-CT, VISTA, Event Management, Security Reporting: Hyperion-Brio & "Dashboard" Scheduling

**SCSU - University Technology Services**

**Infrastructure**
*a mix of SCSU-specific and CSU system-furnished*
Network, Secure Access, Messaging, Data Storage, Servers, Desktop
Guidelines

• Three Committees
  – Chair, Vice Chair, and 10 Other Members

• Specific Charters Defined For All Committees
  – Define the University strategic requirements
  – Identify gaps in the current environment for meeting University strategic needs
  – Identify appropriate initiatives, including technology solutions, services, resources, standards, policies and procedures to fill gaps
  – Identify opportunities to utilize planned projects to fill gaps
  – Identify the impact of projects in meeting these needs
  – Make recommendations on above, including priorities, to the Cabinet
  – Communicate with each other, the Cabinet, and the University
Information Stewards: Top Layer

• Charter
  – Define ownership of information utilized by University staff and faculty for reporting needs, financial and administrative needs, and educational instruction needs.
  – Define standard data definitions for information that must be shared across the University.
  – Work with IT to recommend policies and procedures to the Cabinet to support data integrity, security, and secure access at SCSU.
Information Stewards: Top Layer

• Principles
  – Information must be shared to enhance decision-making.
  – While no one owns information per se, there should be only one information steward for each data or information set.
  – Privacy of information held or utilized by SCSU must be secured at a high level and limited to only those who are qualified to utilize it.
  – Information integrity (standardize data definitions and reduce redundancy of information between information sources).
  – Data should be centrally located and accessible.
  – Inconsistencies of data from different information sources should be rectified before new reports or applications are implemented.
Information Stewards: Committee Makeup

- Director of OMIR (Chair)
- Computer Science faculty (Vice-Chair)
- Director of Assessment
- Librarian
- Database Administrator (IT)
- Director of Financial Aid
- Director of Career Services
- Registrar
- Director of Accounting
- Human Resources Associate
- Assistant Director of Advancement
- Assistant Director of Undergraduate Admissions
- Graduate Student
Applications: Middle Layer

• Charter
  – Review current and future needs for university-wide applications and make recommendations to the Cabinet to meet these needs.
  – Determine the impact of new applications on the needs for University applications, and to identify opportunities for expanding existing or new projects needs to better meet University needs.
  – Make recommendations to the Cabinet on standards, policies, guidelines, etc for application development and support.
Applications: Middle Layer

• **Principles**
  – Reusable
  – Scalable
  – Leverage existing technology investments
  – Interface with existing software (technology, data, software)
  – Serve the broadest population
  – Be web based and user friendly
  – Support and simplify the business processes
Applications:
Committee Makeup

• University Controller (Chair)
• Elementary Education faculty (Vice-Chair)
• Associate Director of Human Resources
• Director of Academic Computing (IT)
• Director of Payroll
• Assistant Dean, Graduate Studies
• Systems Analyst (IT)
• Assistant Director of Athletics
• Associate Director of Development
• Director of Administrative Programming (IT)
• Undergraduate Student
Services: Bottom Layer

- **Charter**
  - Make recommendations to expand and leverage existing IT services to meet SCSU current and future needs.
  - Identify potential IT Services that would fill existing gaps in the University portfolio, including explanations of the estimated financial and staff resources required to support such a service.
  - Identify, prioritize and recommend IT service solutions that address the needs of all functional users, including resource and staffing requirements, along with recommended timelines.
Services: Bottom Layer

• **Principles**
  
  – Reduce integration complexity to improve the sharing of information and to reduce support resources required.
  
  – Implement technology solutions that are geared to the service needs of functional users, not the technical providers of the service.
  
  – Equal consideration should be made to retiring old service solutions as there is to adding new ones.
  
  – Access to services and information should be integrated and with comprehensive identity management (including a minimum number of passwords).
Services: Committee Makeup

- Director of Telecommunications/Networking (Chair-IT)
- Director of Business Applications (Vice-Chair)
- Chair, Faculty Senate Technology Committee
- Associate Director of Residence Life
- Computer Science faculty
- Bursar
- Associate Vice President of Facilities
- Project Manager (IT)
- Assistant Director of Academic Computing (portal, web services - IT)
- Director of Administrative Computing and adjunct faculty (IT)
- Director of Disability Resources
- Student worker (IT)
But Wait…
There’s More…

• IT Planning Team
  – Chairs and Vice Chairs of Committees
  – One Voice To Interact With President & Cabinet
  – Liaison With Existing Faculty Senate Technology Committee

• Initial Projects (Narrowed From A Much Longer List)
  – Information Stewards
    • Implementation of Hyperion, Faculty Annual Activity Reports
  – Applications
    • Workflow, Online Admissions Applications
  – Services
    • Inventory & Assess Current Library of Services
Project Management/Prioritization:
*The Squeaky Wheel Finally Gets Some Oil!*
Project Management 101 - Hyperion Implementation

• Cabinet Sponsors
• IT Committees Resolves
• IT Planning Team Communicates
• IT Subcommittee Coordinates

• Two Project Managers
  – Functional
  – Technical

• Single Project Plan
Know Your Role

- **Cabinet**
  - Provide Goals and Acquire Internal/External Resources

- **IT Planning Team**
  - Coordination/Communication Among Stakeholders

- **IT Subcommittee**
  - Develop single project plan for functional and technical tasks
  - Identify user training needs (including procedures and policies)
  - Recommend budget (i.e. for training)
  - Identify requirements for a Standard Reports Library for commonly used reports and the procedures for use of those reports
  - Identify needs for data verification needed for data entry and develop procedures and policies
Know Your Role

• **Technical Project Manager**
  – Set up a reporting database that is an extract of production
  – Install Hyperion in a “test” environment and coordinate testing
  – Identify technical training needs
  – Identify security and performance issues
  – Identify data integrity issues and work with Info. Stewards to rectify
Know Your Role

- **Functional Project Manager**
  - Inventory current reports that need conversion to Hyperion
  - Identify information discrepancies in these reports and what needs to take place to fix them
  - Coordinate the user training
  - Identify current policies and procedures that should be communicated in the training process
  - Work with the Information Stewards Committee to identifying gaps in current policies and procedures
  - Identify standard reports that can populate a Standard Reports Library
Lessons Learned:
After all is said and done, usually more is said than done.
Takeaways

• Shared Governance Takes Time
• Dealing With Insecurities Can Be Challenging
• If You’re Not Part of the Discussion, You’re Not Part of the Solution
• Communication With Stakeholders
• Buy-In From Upper Management
• You Can Say “No,” Justify It, and Have An Entire Group Support The Decision
• IT Staffing Becomes More Quantified
• Business Practice/End Users Drives Technology, Not The Other Way Around
Questions?

Dr. Richard L. Riccardi
Director, Office of Management Information and Research
riccardir1@southernct.edu
http://www.southernct.edu/management_info_research/