CIO by Committee:
IT & Shared Governance

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Session Rules of Etiquette

• Please turn off your cell phone/pager.
• If you must leave the session early, please do so as discreetly as possible.
• Please avoid side conversation during the session.

Thank you for your cooperation!
Introduction

• **Who I Am**…a little bit functional…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 CT State University (SCSU)
  • Located in New Haven
  • About 12,000 students
    • 7,000 FT Undergraduates, 900 FT Graduates

• **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, New 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
  • New Ideas, New Initiatives, Same Size IT Staff

• 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

- **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**

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**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.

• 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.
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.

- **Application 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
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.

- **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).
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 and Prioritization

The Squeaky Wheel Finally Gets Some Oil!
Project Management 101 - Hyperion Implementation

- **Cabinet Sponsors**
- **IT Committees**
- **IT Planning Team**
- **Communicates**
- **IT Subcommittee**
- **Coordinates**

- **Two Project Managers**
  - Functional
  - Technical

- **Single Project Plan**

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**SCSU Project Oversight Process**

**for Hyperion Implementation**

**January 2008**

- **President’s Cabinet (Project Sponsor)**
  - Responsible for resources/end results

- **IT Committees**
  - Planning Team

- **IT Subcommittee**
  - Acts as project coordinator

- **CIO**
- **Director of OMIR**
- **Functional Project Manager**
  - Conrad Calandra
- **Technical Project Manager**
  - David Sieser

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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 (continued)

- **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

- **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
Thank You!

Questions?

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