



# **CIO by Committee: IT and Shared Governance**

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Southern Connecticut  
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2008 AACRAO  
Technology Conference**



# 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**

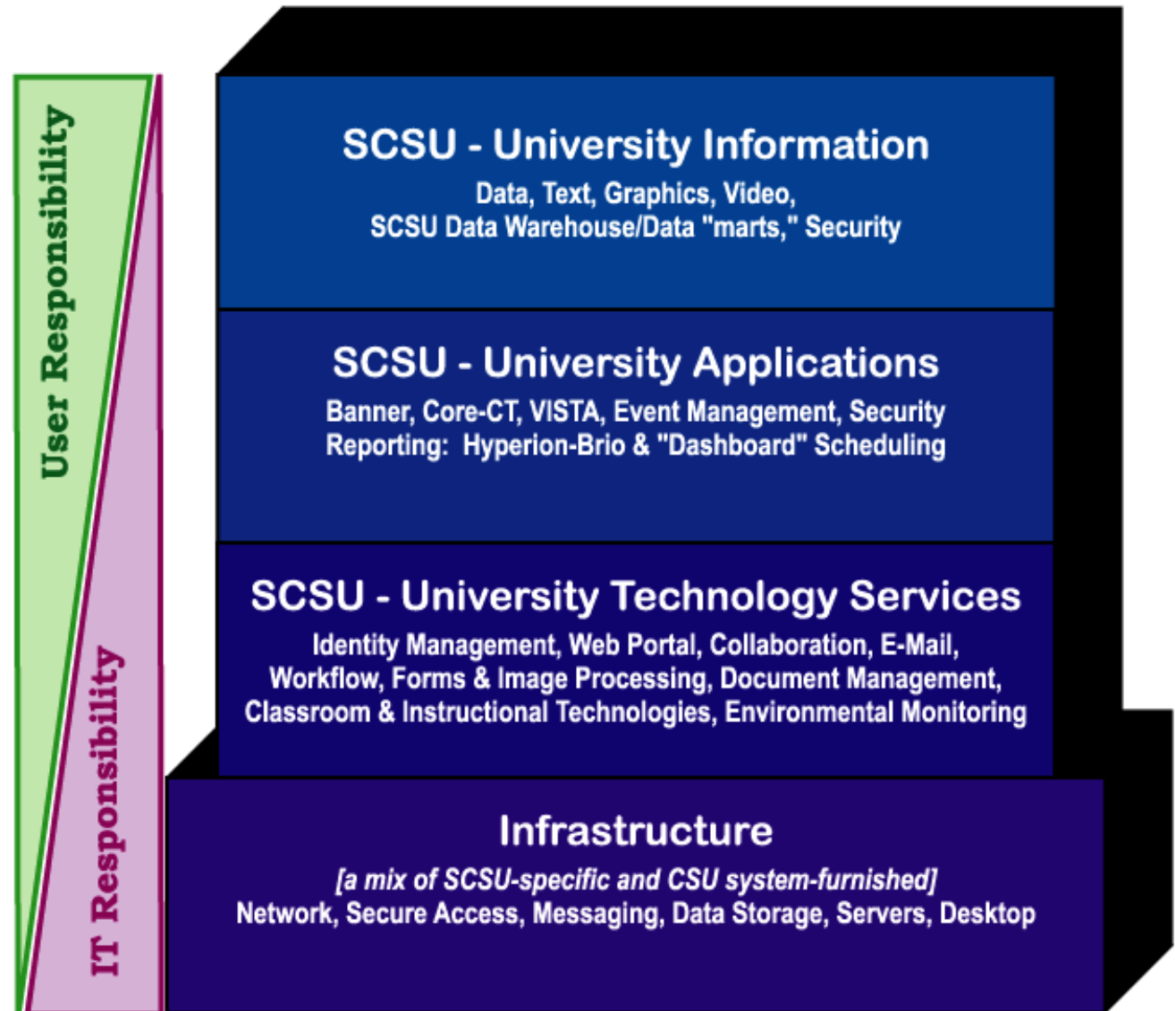
- Layered Approach
- Definition of Roles
- Involve Entire Campus In Decision-Making Process
- Infuse Project Management Concepts In Every Project



**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*





# 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

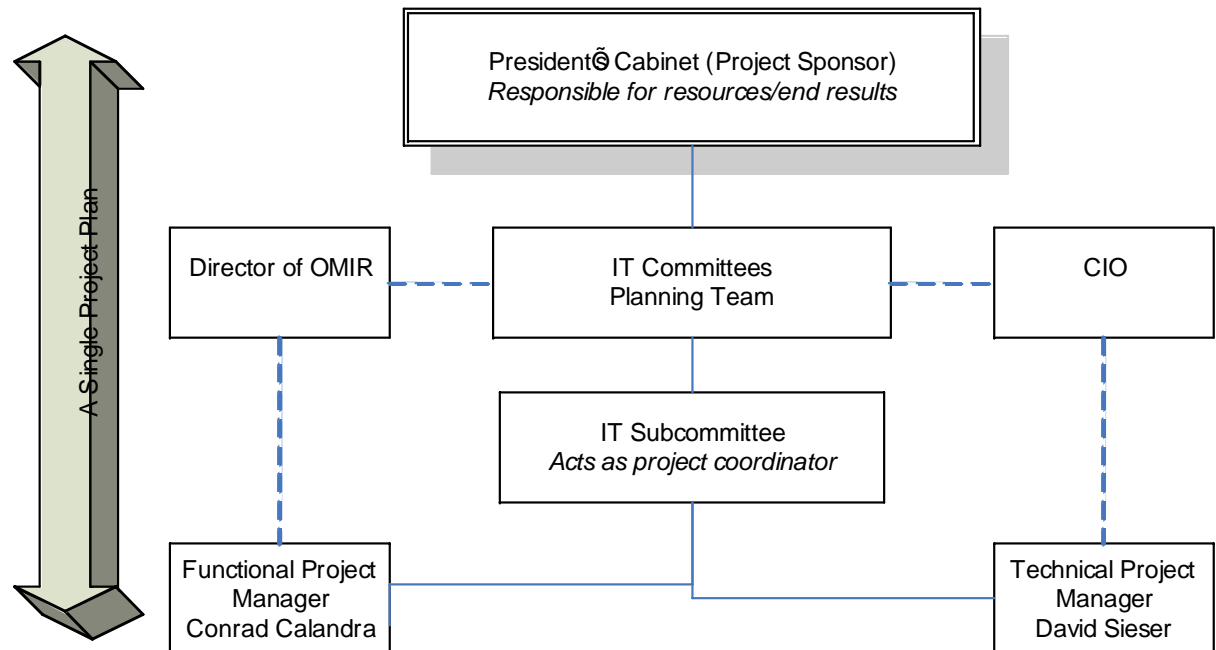


**Project Management/Prioritization:  
*The Squeaky Wheel Finally Gets Some Oil!***

# 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

## SCSU Project Oversight Process for Hyperion Implementation January 2008





# 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?

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