



SUNGARD HIGHER EDUCATION

SUMMIT 2008

CIO by Committee: IT & Shared Governance

Presented by: Dr. Richard L. Riccardi
Southern Connecticut State University

April 15, 2008

Course ID 1176

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





*Performance Matters!
Ron O'Connell, theater professor
Founder, All the World's a Stage,
a showcase for original student work.*

SUNGARD HIGHER EDUCATION

SUMMIT 2008

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





*Performance Matters!
Ron O'Connell, theater professor
Founder, All the World's a Stage,
a showcase for original student work.*

SUNGARD HIGHER EDUCATION

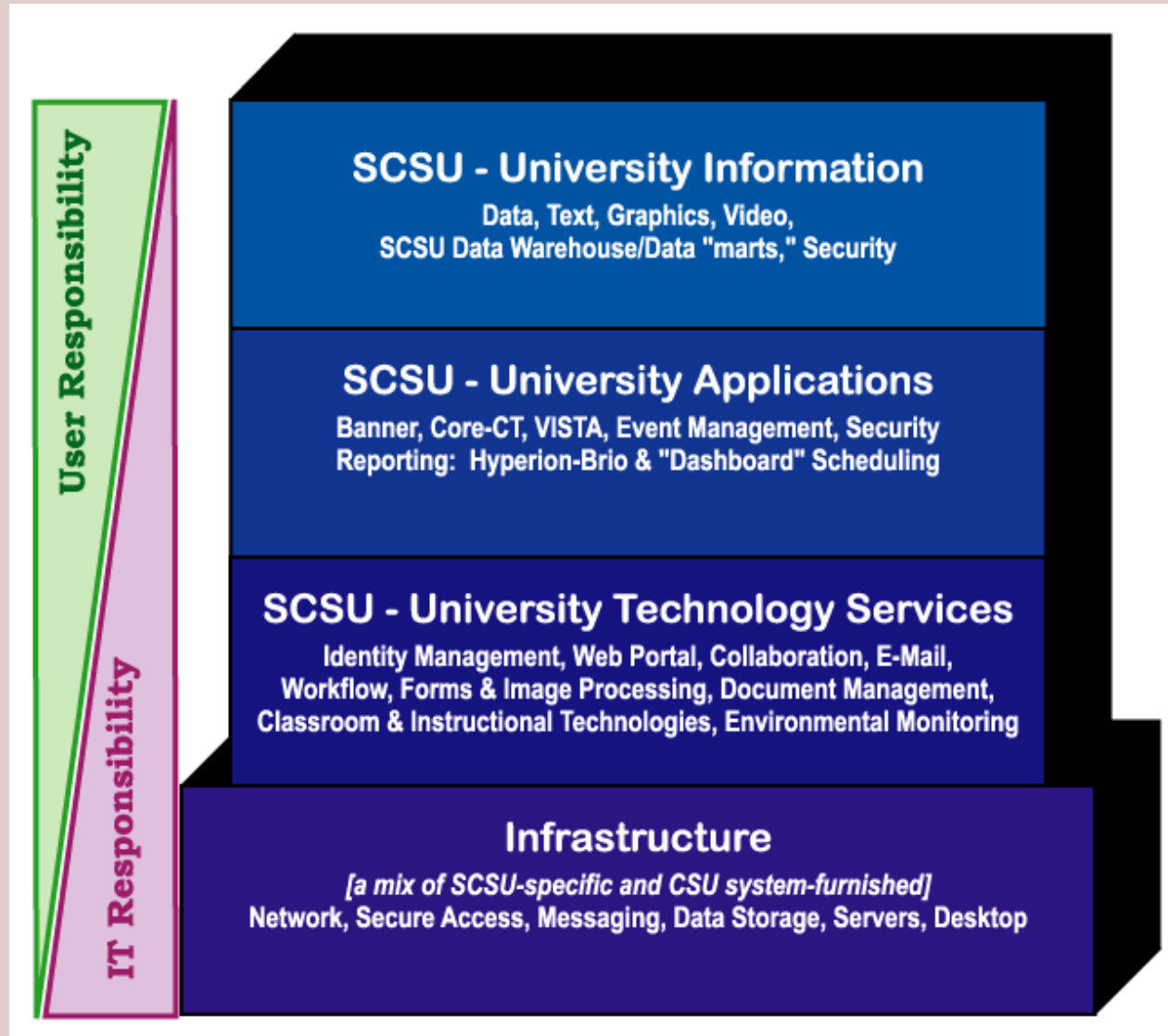
SUMMIT 2008

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.**

- **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**



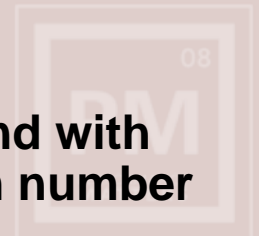
Services - Bottom Layer

- **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





*Performance Matters!
Ron O'Connell, theater professor
Founder, All the World's a Stage,
a showcase for original student work.*

SUNGARD HIGHER EDUCATION

SUMMIT 2008

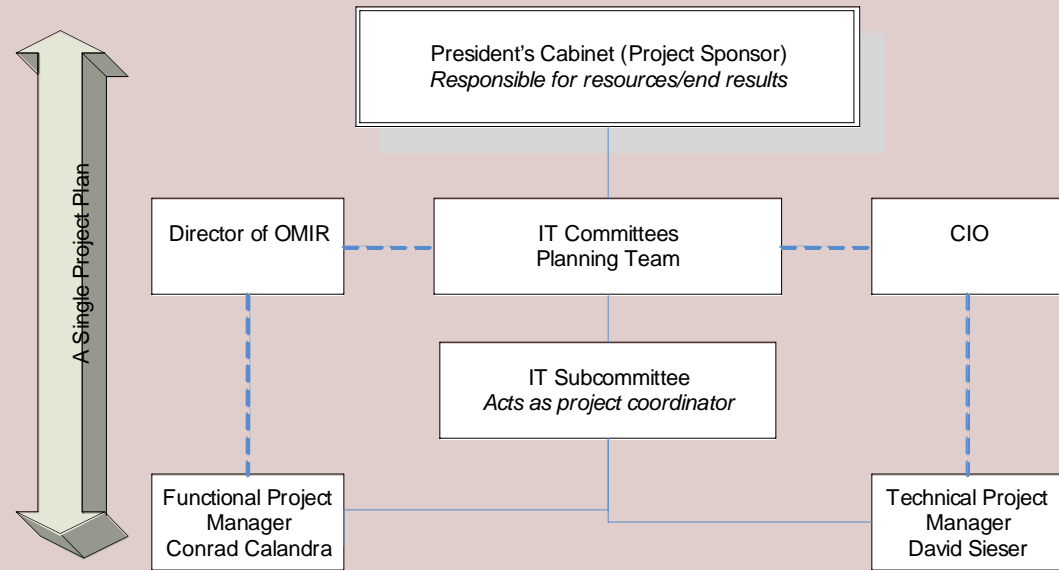
Project Management and Prioritization

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 (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





*Performance Matters!
Ron O'Connell, theater professor
Founder, All the World's a Stage,
a showcase for original student work.*

SUNGARD HIGHER EDUCATION

SUMMIT 2008

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?

Dr. Richard L. Riccardi

Riccardir1@southernct.edu

http://www.southernct.edu/management_info_research/

**Please complete the online class evaluation form
Course ID 1176**

SunGard, the SunGard logo, Banner, Campus Pipeline, Luminis, PowerCAMPUS, Matrix, and Plus are trademarks or registered trademarks of SunGard Data Systems Inc. or its subsidiaries in the U.S. and other countries. Third-party names and marks referenced herein are trademarks or registered trademarks of their respective owners.

© 2008 SunGard. All rights reserved.

