ITS Executive Steering Committee Kickoff

November 13, 2006

Technology@Loyola
INFORMATION TECHNOLOGY AND SERVICES
LOYOLA UNIVERSITY CHICAGO

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1870
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Preparing people to lead extraordinary lives

Agenda

- Setting the Landscape
  - EDUCAUSE “Top Ten Issues” in Higher Education
  - Loyola view
- Preliminary Scorecard Review (Draft)
- Steering Committee Structure (Draft)
  - Sub-Committees
  - Charter
  - Membership
  - Operating Procedures
- Next Steps

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EDUCAUSE "Top Ten Issues" Survey Results

2005 Survey Results	2006 Survey Results
Question 1: Need to Resolve for the Institution's Strategic Success	
1. Funding IT	1. Security and Identity Management
2. Security and Identity Management	2. Funding IT
3. Administrative/ERP/ Information Systems	3. Administrative/ERP/ information Systems
4. Strategic Planning	4. Disaster Recovery/Business Continuity
5. Infrastructure	5. Faculty Development, Support, and Training
6. Faculty Development, Support, and Training	6. Infrastructure
7. E-learning/Distributed Teaching and Learning	7. Strategic Planning
8. Governance, Organization, and Leadership	8. Governance, Organization, and Leadership
9. Portals	9. E-learning/Distributed Teaching and Learning
10. Web Systems and Services	10. Web Systems and Services

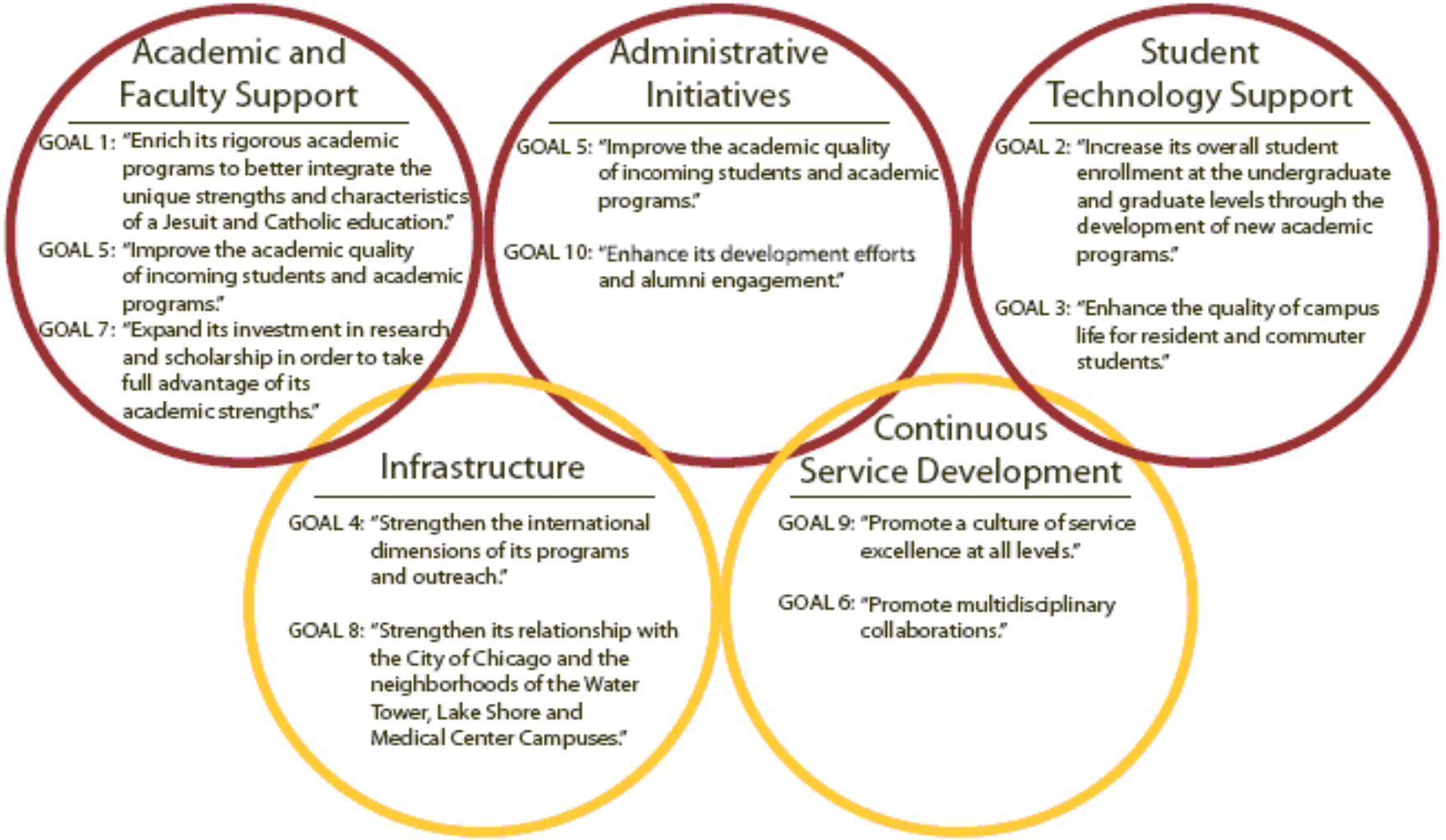
2005 Survey Results	2006 Survey Results
Question 2: Potential to Become More Significant	
1. Security and Identity Management	1. Security and Identity Management
2. Funding IT	2. Funding IT
3. Administrative/ERP/ Information Systems	3. Disaster Recovery/Business Continuity
4. Portals	4. Administrative/ERP/ Information Systems
5. Strategic Planning	5. Portals
6. Faculty Development, Support, and Training	6. Infrastructure
7. Infrastructure	7. (tie) Faculty Development, Support, and Training; Governance, Organization, and Leadership
8. Disaster Recovery/Business Continuity	
9. E-learning/Distributed Teaching and Learning	9. E-learning/Distributed Teaching and Learning
10. Web Systems and Services	10. (tie) Emerging Technologies; Portfolio Development and Management

EDUCAUSE "Top Ten Issues" Survey Results

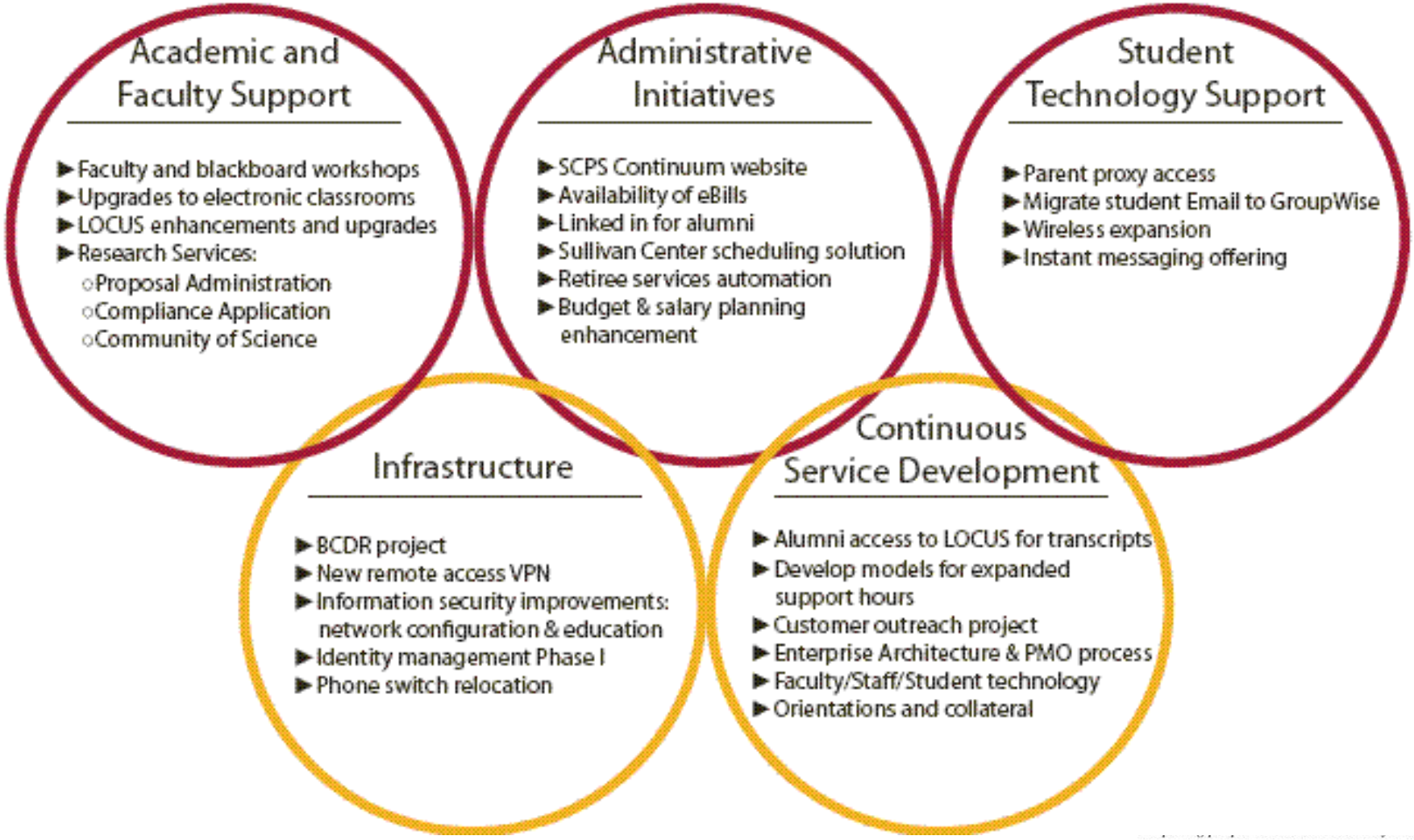
2005 Survey Results	2006 Survey Results
Question 3: What IT Leaders Spend Most Time On	
1. Funding IT	1. Funding IT
2. Strategic Planning	2. Administrative/ERP/ Information Systems
3. Administrative/ERP/ Information Systems	3. Strategic Planning
4. Infrastructure	4. Governance, Organization, and Leadership
5. Governance, Organization, and Leadership	5. Security and Identity Management
6. Security and Identity Management	6. Infrastructure
7. Change Management	7. Staffing/HR Management/ Training
8. Staffing/HR Management/ Training	8. Change Management
9. Support Services/Service Delivery Models	9. (tie) Disaster Recovery/ Business Continuity; Support Services/Service Delivery Models
10. Policy Development and Legislative Compliance	

2005 Survey Results	2006 Survey Results
Question 4: Expenditure of Most Human and/or Financial Resources	
1. Administrative/ERP/ Information Systems	1. Administrative/ERP/ Information Systems
2. Infrastructure	2. Infrastructure
3. Security and Identity Management	3. Support Services/Service Delivery Models
4. Electronic Classrooms/ Technology Buildings	4. Security and Identity Management
5. (tie) Student computing; Support Services/Service Delivery Models	5. Electronic Classrooms/ Technology Buildings/ Commons Facilities
	6. Web Systems and Services
7. Web Systems and Services	7. Student Computing
8. Instructional/Course Management Systems	8. Instructional/Course Management Systems
9. Advanced Networking	9. Staffing/HR Management/ Training
10. Funding IT	10. Funding IT

ITS "Rings of Excellence" Alignment to LUC Goals & Strategies, 2004-2009



ITS Rings of Excellence: Projects



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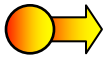
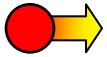
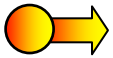
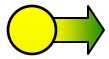
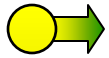
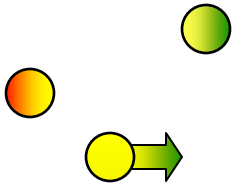
Governance & Funding Scorecard

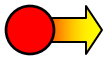
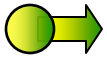
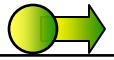
Unhealthy	LOYOLA UNIVERSITY CHICAGO	Healthy
Technology procurement is “departmental option”		Technology procurement is strategically aligned and leveraged (Procard and grant process exceptions)
Independent projects initiated in a silo mentality drive budget decisions		Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets
Labor resources are focused on keeping the current operations running		Labor resources are focused on adding new value while running current operations.
Enterprise wide or cross functional prioritization of IT investments (people and money) is limited		IT investments are rationalized and considered from an enterprise or cross functional perspective
Technology infrastructure is a by product of individual application investments		An information technology review process defines and aligns core technology selections
No central forum or related processes to coordinate and help guide overall IT architectural and technology investment decisions		Technology Review board is in place and functioning effectively
The “biggest, squeakiest wheel” gets the grease		Business cases are developed, prioritized, and really used to make IT investment decisions
Relationships with IT vendors are not leveraged across the enterprise		Strategic relationships with IT vendors have been fully established and leveraged
Lack of control and accountabilities around managing IT contracts results in an increase in spend		Processes and accountabilities for managing IT contracts are clear and effective

Draft

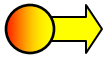
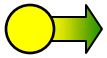
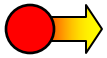
1. Academic and Faculty Support Scorecard

Technology/ Operation	Unhealthy	LOYOLA UNIVERSITY CHICAGO	Healthy
Classroom Technology and Support	Technology in the classroom is; unavailable, unreliable, and not well supported.		Technology in the classroom is generally available to augment the learning experience, is consistently operational, and technical support is readily available. (Improve capture and remote room monitor/management)
Learning Management System	System is not accepted by large portion of faculty, is inconsistent in its performance, and lacks technical support and training.		System is widely used by faculty, is fully functional in terms of it's components, and technical support and training are readily available.
Departmental Labs			
Department & School Support	School support is sporadic and ineffective or not given at all.		Clients are fully aware of and utilize ITS services. (Work on awareness & self-service resources)
Accessibility of Specialized Technology (e.g. Information Commons)	Facility lacks wide hours of availability and does not provide adequate resources to the students and staff.		Facility and technical services are; widely available, is staffed with hardware, software, and support resources to meet the student demands. (Develop funding plan for technology refresh, update, and replacement).
Research Support Services/Research Computing	Limited access to statistical computing and consulting resources. Research computing is self-supported departmentally. Administrative infrastructure doesn't exist.		Support and consultation on statistical computing and resources is readily available. A research computing environment is offered and supported centrally. Systems to facilitate collaboration, capture expertise, and report on research is available.

2. Administrative Technology Scorecard

Technology/ Operation	Unhealthy	LOYOLA UNIVERSITY CHICAGO	Healthy
Credit Card Processing	Every need for credit card acceptance is negotiated independently.		Adding credit card acceptance is controlled by a well defined, easy to use process.
Advancement	ITS Developer and technology support is required for all operations. (infrastructure primarily). Absence of comprehensive system and authoritative source of info.		ITS provides advisement on development and technologies to ADV team. Comprehensive system with required functionality.
Enrollment Management	Statistical data is maintained in disparate applications and reporting is manual.		Operations and data are managed in totally integrated systems with work flow process in place. (limited support provided by ITS)
Registration & Records	Each school has different processes for registration and record storage and data reporting mechanisms.		All schools use common R&R system and processes feeding into a data warehouse. Institutional reporting is done via the DW. (SSOM, Law, Rome)
Enterprise Document Imaging & Retrieval	No enterprise strategy.		Enterprise strategy in place and leveraged where appropriate.
Budget Application	Multiple stand alone DBs requiring manual data entry and manual merge		Fully integrated single system, web based with user friendly front end.
Faculty Information System	Using manual processes and access DB to manage and track Faculty information		Single source of truth for faculty information and fully integrated with related systems
Event Scheduling	Technology is missing or difficult to use for many or all types of event scheduling.		Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Web Content Mgmt.	Centralized in ITS; requires technical web skills		Web page clients are able to easily maintain content.
Salary Planning: - Staff - Faculty	Little or no system supporting salary planning or integration with People Systems.		System provides web-based interface, integrated tools, workflow capability. (More integration opportunities)

3. Student Technology Scorecard

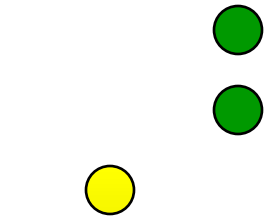
Technology/ Operation	Unhealthy	LOYOLA UNIVERSITY CHICAGO	Healthy
Wireless	Limited access, unreliable, cumbersome registration process.		Wireless access provided 100% of the campus. Easy authentication process.
Student Email	Unreliable, delayed delivery, short retention, small storage.		Reliable, quick mail delivery, easy to use, adequate retention and storage.
Computer Labs	Lab resources are limited, inconsistent in their availability and unsupported.		Access to labs and resources is widely available and is reliable.
Student Information System	Out-dated version with extensive customization; Limited or no use of primary modules; Vendor not responsive and/or has poor planning; User Groups inactive or not relevant; Staff lack training and documentation is non-existent or not useful.		Current version with minimal customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Full participation in User Groups by Loyola user community; Training and documentation are current.
Campus Card	Singular server/application running outdated software in a proprietary database.		Fully duplicated system running current software with commercial DB such as Oracle.
Residence Hall Services (RESNET)	Limited access to technology support for resident students.		Technology services are readily available to resident hall students. Knowledgebase for support is professional and accessible.
Housing Administration	Room and meal-plan selection done manually; little reporting available.		Web-based self-service room selection, predictive occupancy reporting.
Network connectivity	Unreliable and limited network connectivity for students from their residences.		Availability and expeditious access for student use.

4. Infrastructure Scorecard

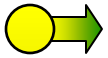
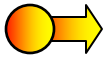
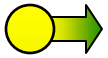
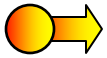
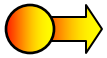
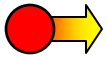
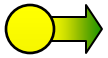
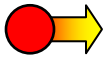
Technology/ Operation	Unhealthy	LOYOLA UNIVERSITY CHICAGO	Healthy
Database	Having many types of DB products throughout the University with no trained support or backups.		Have a few selected DB products with trained staff and well established procedures for DB development and maintenance.
Interfaces	All interfaces are unsecured and largely operated manually with poor documentation.		All interfaces are well developed, documented in a common tool and format. They run in a secured environment.
Security	No policies and procedures in place to govern infrastructure security.		Policies and procedures in place to govern infrastructure security, along with automated methods to audit compliance.
Technology Refresh Programs: (network, servers, workstations, classroom AV)	Infrastructure is replaced in a reactive approach, when it is broken or too costly to repair.		Infrastructure hardware is invested in and replaced prior to it becoming technically and financially obsolete.
Standardization	Little to no standards developed for equipment purchases.		Standards in wide use and applied; discount programs in place with preferred vendors.
Compliance	University cannot demonstrate adherence and/or due diligence for imposed regulations. (DMCA, FERPA, HIPAA…)		Demonstrates adherence and/or due diligence to regulations governing University environments.
Identity Management	No established tool or process in place.		Matrix built; Provisioning tools and processes are established, enabled and measured.
Server	Decentralized, departmentalized, unprotected.		Centrally-managed, secure and with robust backup capabilities.
Technology Service and Support	Delivery of service and support is ineffective, inhibiting customer from completing their task.		Response to service and support requests are timely, accurate, and provided in a professional manner. Includes break/fix, instructional, adds/moves/changes
Global/International Enterprise Support	Access and support of university applications and resources from remote campuses such as Rome and Beijing is non-existent.		Access and support of university applications and resources from remote campuses such as Rome and Beijing is provided at an appropriate level in retaliation to the business need.

4. Infrastructure Scorecard

Technology/ Operation	Unhealthy	LOYOLA UNIVERSITY CHICAGO	Healthy
Network:			
- Inter-campus	Slow and non redundant links between campuses.		Fast and auto switching, redundant link.
- Internet	Insufficient bandwidth and no redundancy.		Adequate bandwidth with failover capabilities.
- Internal campus	Network failures, poor data rates.		Ample bandwidth for current and future applications. Self healing.
Desktop	Unstable OS with no virus protection or vendor updates and patches.		Stable OS with all virus updates and OS critical patches and updates.
Voice Infrastructure	Non compliant standard telephony system.		Latest standards-based offerings from provider. Expansion and upgrade options.
Enterprise Management/Monitoring:			
- Server	No centralized system in place. Little or no automation of outage notification or ability set performance thresholds.		Full system monitoring including application/network performance, and remote management capabilities.
- Application	All systems operate with manual oversight.		Systems are monitored automatically and have threshold alerting.
BCDR	Little planning in place to requirements for disaster planning. No redundancy in technology environment.		BCDR plan in place and tested on an annual basis. Redundancy is built into technology environments.
Data Center & Campus Technology Facilities	Outdated, poor environmentals, lack of physical security, minimal or no failover/redundancy capabilities.		Up-to-date, secure, environmentally-managed, redundancy, failover capabilities, Upgradeable, expandable.
Remote Access	Productivity tools are not accessible from remote locations for faculty/staff.		Full suite of tools/access available remotely with appropriate security enforced.



5. Continuous Service Improvement Scorecard

Technology/ Operation	Unhealthy	LOYOLA UNIVERSITY CHICAGO	Healthy
Training	No training for technology is available. No plan for future training in place.		Fully functional technology training program including; scheduling system, evaluation, and certification tracks.
Technology Support Center	Limited or no system in place with tracking, escalation, reporting, and client-based tools. Limited availability and access for users.		Full function client-based tracking and reporting system with customer-centric integration. Web self-service capabilities.
Skill sets, professional development	Skills are for outdated technologies and no plans for making current.		Skills are current with newest technologies and are possessed by all the appropriate staff.
Project Management	Projects are run by individuals with no process guidelines in place.		Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
Extended Hours Support	No client and systems support available beyond the 9-5 window. No 24 X 7 coverage.		Full 24-Hour Support options for all clients and all systems. On call 24 X 7.
Research & Development	ITS has few, if any, resources committed to investigate new products, processes, or services,		ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
Change Management	Changes to the technology environment are made without formal process or communication.		A formal and managed process is in place to implement and communicate changes to the technology environment. (Reporting)
Architecture Planning	No formal architecture plan or review. Solutions are acquired outside of an established process.		Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.

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Why a Steering Committee?

- Industry best practice for governing IT resources & investment
- Allows for technology alignment to the LUC mission & goals
- Reported as a suggestion for improvement by SMART LLC – August 2005
  - *"Enhance and formalize IT Governance to improve communication and clarify discussion making authority between all MIS stakeholder groups …"*
- Recommended by Deloitte and Touche LLP - October 2006
  - *"We believe a steering committee is crucial in providing guidance and direction to the ITS department. The creation of a steering committee would place responsibility on this governing body to see that ITS's short term, as well as long term, goals are established and implemented. …"*

Draft

Committee Structure & Inputs

IT Executive Steering Committee

University Coordinating Committee

Chair: Susan Malisch

Charter

The ITESC leads a set of processes for IT governance and investment prioritization for Loyola University Chicago.

Recommended Initiatives

Academic Technology Committee

Chair: Carol Schiedenhelm

Charter

The Academic Technology Sub-Committee is charged with advising on technology directions, strategies, policies, plans, and priorities important to Loyola's goals in teaching, learning, research, and other academic objectives.

Project Review Board

Chair: Kevin Smith

Charter

The Project Review Board is charged with the responsibility of reviewing and prioritizing all work requests that are presented to ITS for application review, installation, development, enhancement or customization.

Architecture Review Board

Chair: Jim Sibenaller

Charter

Ensures that the technologies and computer applications within Loyola are capable of achieving the university mission in a cost-effective and efficient manner while adapting to a changing and growing higher education environment. Builds technology roadmap.

Personal Information Risk Group

Chair: Joe Bazeley

Charter

Identify and safeguard using necessary policies, processes, procedures, and technologies all areas within Loyola that use personally identifiable information (PII) or other information protected by Local, State, or Federal regulations.

IT Executive Steering Committee

Chair: Susan Malisch

Meeting Frequency: Initially Monthly → Transitioning to Quarterly

Function/Area	Member
Academic Affairs	John Frendreis
Academic Affairs	John Pelissero
Advancement	Jon Heintzelman
Facilities	Phil Kosiba

Function/Area	Member
Finance	Bill Laird
Human Resources	Tom Kelly
Student Affairs	Fr. Richard Salmi
ITS	Jim Sibenaller

Charter: The Information Technology Steering Committee (ITESC) leads a set of processes for IT governance and investment prioritization for Loyola University Chicago. These processes should be timely, transparent, and clearly aligned with the university's goals and strategies.

IT Executive Steering Committee

Charter Specifics:

- Creating a subcommittee support structure that represents the functional and technology interests of the institution.
- **Reviewing and affirming the prioritization recommendations** of the ITESC Subcommittees to ensure the alignment of IT systems and services with the overall mission of the University.
- **Evaluating proposals that do not fit within the scope of the functional and technology subcommittees.**
- Implementing processes that are consistent with best practices within higher education and operational excellence framework.
- **Reviewing and understanding the financial context for IT, forwarding recommendations for project funding levels to the Budget Review Team** in an effort to optimize investments in technology.
- Tracking initiative progress throughout their lifecycle, and reporting on whether the stated benefits are realized.
- **Working with the CIO of Information Technology Services to communicate the status of IT initiatives to the University community.**

Draft

Academic Technology Committee

Chair: Carol Schiedenhelm

Schools
Arts & Sciences
Business
Continuing & Professional Studies
Education
Graduate School
Law
Medicine
Nursing
Pastoral Studies
Social Work

Academic Support
Library
ITS (2)
Fr. Salmi reviewing meaningful way to involve students?

Charter: The Academic Technology Sub-Committee is charged with advising on technology directions, strategies, policies, plans, and priorities important to Loyola's goals in teaching, learning, research, and other academic objectives.

Draft

Project Review Board

Chair: Kevin Smith

Function/Area	Member
Academic Advising	Lisa Kerr
Academic Affairs?	John Pelissero
Admissions	April Hansen
Advancement	Stacie Hughes
Financial Aid	Eric Weems

Function/Area	Member
Registration & Records	Diane Hollinger
Student Financials	John Campbell
Student Affairs	Warren Hale
Ask Bill	Andrea Sabitsana?

Charter: The Project Review Board (PRB) is charged with the responsibility of reviewing and prioritizing all work requests that are presented to ITS for application review, installation, development, enhancement or customization. This includes but is not limited to the Student Information Systems.

Draft

Architecture Review Board

Chair: Jim Sibenaller

Function/Area	Member
Application Development	Larry Adams
Application Integration	Walt Slazyk
Business Intelligence	Jose Martinez
Database Mgmt	Charlotte Pullen
Desktop Services	Matt Riolo
Web Development	Cheryl Heckel

Function/Area	Member
Information Security	Joe Bazeley
Network Services	Dave Wieczorek
Systems Maintenance	Paul Kott
Web Development	Cheryl Heckel
LMS SME	LUMC SSOM?
Registration & Records	Clare Korinek

Charter: The Architecture Review Board will ensure that the technologies and computer applications within Loyola are capable of achieving the university mission in a cost-effective and efficient manner while adapting to a changing and growing higher education environment. This group is responsible for building the technology roadmap from current state to future state.

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Personal Information Risk Group

Chair: Joe Bazeley

Function/Area	Member
Academic Affairs	Clare Korinek
Academic Affairs	Tim O'Connell
Academic Affairs	Eric Pittenger
Advancement	Stacey Hughes
Finance	Laura Bulgarelli
Finance	John Campbell
Finance	Becky Gomez
Finance	Bethany Gryfakis
Finance	Sandra Letrich
Finance	Benjie Loanzon

Function/Area	Member
Finance	Tim McGuriman
Finance	Cory O'Brien
Finance	Brian Slavinskas
Finance	Kathleen Steinfels
Finance	Dina Zilber
Human Resources	Carol McCormack
Human Resources	Carolyn Wright
Information Technology	Larry Adams
Rome - *Informed Only	Christine Marciasini or ?
SMART	Sue Kilby

Charter: The Personal Information Risk Group is charged with identifying all areas within Loyola that use personally identifiable information (PII) or other information protected by Local, State, or Federal regulations, and ensuring that the necessary policies, processes, procedures, and technologies are in place so that those areas can appropriately safeguard that information.

Prioritization Process

- Each group will build it's own top ten list
- Each project or need will be presented to the ITESC by the responsible ITESC member and discussed
- Non-Group specific projects will also be presented by the sponsor/owner
- The strategic value of each project will be determined by each ITESC member completing a *Strategic Value Request Scorecard*
  - ***Value will be tied to the impact on the LUC promise, mission & goals***
- Combined scorecards will be totaled into a *Resulting Scorecard Matrix* to determine the value, category and recommended action for each project
- The final rankings will be used as the governing priority within ITS for funding and scheduling of work
- Approved projects are incorporated into the ITS Plan of Record based on ITS's ability to deliver
- NOTE: A percentage of resource and funding will be reserved for mandatory and compliance-related initiatives

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Prioritization Scorecard

Prioritization Questions

Scoring – Each question results in a score of 1-5 based on the scale below:

(strongly disagree) **1 2 3 4 5** (strongly agree)

1) Enhances Learning/Supports Teaching & Research Initiatives
2) Advances Student's Positive Experience at LUC/Increases Retention
3) Improves Service
4) Improves Efficiency or Effectiveness
5) Reduces Risk of Failure/Improves Security
6) Has Strong Sponsorship (Owner Commitment & Funding)
7) Client Community is Ready to Use
8) Technology Complies with LUC Standards and Integrates Well
9) Project is Clearly Defined and Benefits are Measurable

Resulting Score Matrix

Score	Value	Category	Recommendation
36-45	High	Strategic	Strategic, commence work immediately
21-35	Medium	Beneficial	Beneficial, expend resources when available
9-20	Low	Low Value	Request should be re-evaluated

** NOTE – An exception/fast-track process for prioritization will be defined based on specific criteria for special projects, emergencies, escalations etc.*

Opportunities for Prioritization

(Partial List)

- SSOM into SIS
- Continuum enhancements/integration with Peoplesoft
- Fit-gap for Prospect and Enrollment modules of Peoplesoft
- Enterprise Imaging and Retrieval Strategy
- Remote Server Monitoring/Management Solution
- Remote Classroom Monitoring/Management Solution
- Marquette Hall acquisition and renovation
- Streaming server; predicting bandwidth, storage, and management requirements
- Standard student technology recommendations: "Good, Better, Best"
- Windows Vista release/requirements and refresh implications
- Enterprise Space Management Tool
- Customer Satisfaction Survey
- Source Code Control System
- Call Center Solution Replacement/Upgrade
- Expansion and management of clickers
- Award system for novel use of technology by faculty
- ePortfolio Strategy
- Podcasting Strategy
- Long-term LMS Strategy: Solution, insource vs. outsource
- Wiki and Blog tools; server and management requirements

Next Steps

- Vetting process
  - Scorecard
  - Structure
  - Process and prioritization
  - Membership and term
- Communicate and implement
- Review and adjust
- Meeting logistics

LOYOLA UNIVERSITY CHICAGO

Preparing people to lead extraordinary lives

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ITESC & Sub Committee Flow

Future State