



BENTLEY
UNIVERSITY

CIO Town Meeting

April 12, 2016



BENTLEY
UNIVERSITY

90 DAY IT ASSESSMENT

Bob Wittstein, April 12, 2016 CIO Team Town Hall

AGENDA



BENTLEY
UNIVERSITY

- Approach
- Current Assessment
- Themes from Assessment
- Strategic Framework and Priorities
- Next Steps

APPROACH



BENTLEY
UNIVERSITY

- Interviews to date of faculty, staff and students
 - Faculty: Andrew Aylesworth, Nathan Carter, Wiley Davi, Dan Everett, Dorothy Feldmann, Mark Frydenberg, Juliet Gainsborough, Alan Hoffman, Vicki Lafarge, Fred Ledley, David Oury, Mike Page, Sandeep Purao, Kristin Sorensen, Bill Schiano, Duncan Spelman, Chip Wiggins
 - Staff: Nancy Antunes, Ron Ardizzone, Earl Avery, Julie Britt, Catherina Carlson, Ken Cody, Ann Dexter, Maureen Flores, Skadi Gidionsen, Sharon Hill, Ernie Leffler, Maria Meehan, John Piga, Luluah Safri, Andrew Shepardson, Amy Tamburino, Brock Tibert, Bill Torrey
 - Students: Katie Chin (SGA), Noah Kligerman, (SGA), John Wolfe (Sophomore)
- Upcoming Interviews
 - Faculty: Jay Coopridner, Remaining department chairs
 - Staff: Val Fox, Donna Kendall, Judy Malone, Nicole Chabot-Wieferich
 - Students: Dylane Joelle Guede (SGA), Shawn Lazarus (GSA), Senior TAs
- Questions asked...

CURRENT ASSESSMENT: DOING WELL



BENTLEY
UNIVERSITY

- Academic Technology Center
- Library
- Registrar system support
- Support for Centers
- Support for equipment
- Help Desk and Field Support – mixed
- Improvements to Data Warehouse with recent hires
- Recent improvements in Security
- Employee dedication and work ethic

CURRENT ASSESSMENT: NEEDS IMPROVEMENT



BENTLEY
UNIVERSITY

- Strategy and roadmap
- Architecture (urban sprawl)
- Twenty five year old ERP system – many manual workarounds, time and money being wasted, lack of functionality to perform many functions needed within the University
- System integration or interoperability
- Data architecture – partial ability to report and perform analytics, limited visibility to revenue opportunities or threats
- Collaboration around technology, significant decentralized IT
- IT governance
- Project prioritization, capacity planning, scheduling or resource management
- Visibility of true IT spending – quantitatively or qualitatively

CURRENT ASSESSMENT: NEEDS IMPROVEMENT



BENTLEY
UNIVERSITY

- Vendor management
- Outsourcing strategy
- Areas that are successful are stretched too thin – ATC in particular
- While seen as a success, the library needs to further consider its role in faculty support for teaching and research
- Security is understaffed and lacks a strategic plan – need more partnerships
- Need to launch a cyber security awareness campaign
- IT culture needs improvement to meet values of being user-focused, collaborative, Innovative and open
- IT skills are lacking in leadership, service, delivery and technology
- IT environment is very frustrating for employees as well as users due to being understaffed with very high demand

2016 TOP 10 ISSUES IN HIGHER ED – BENTLEY ASSESSMENT



BENTLEY
UNIVERSITY

Ranking	Issue	Bentley Status
1	Information Security	↑
2	Optimizing Educational Technology	→
3	Improving Student Outcomes Through Technology	→
4	Hiring, Retaining and Updating Skills of IT Workforce	↑ →
5	Institutional Data Management	↓
6	IT Funding Models	↑
7	Business Intelligence and Analytics	↓
8	Enterprise Application Integrations	→
9	IT Organizational Development	→
10	E-Learning and Online Education	↑

1. Top 10 IT Issues – 2016, Educause Annual Survey, To be published in January, 2016

2010 TOP 10 ISSUES IN HIGHER ED – BENTLEY ASSESSMENT



BENTLEY
UNIVERSITY

Ranking	Issue	Bentley Status
1	Funding IT	↑
2	Administrative/ERP/Information Systems	→
3	Security	↑
4	Teaching and Learning with Technology	→
5	Identity/Access Management	↑
6 (tie)	Disaster Recovery / Business Continuity	↑
6 (tie)	Governance, Organization, and Leadership	↑
7	Agility, Adaptability, and Responsiveness	→
8	Learning Management Systems	→
9	Strategic Planning	↑
10	Infrastructure/Network and Data Center	↑

1. Top 10 IT Issues – 2010, *Educause Annual Survey*, <http://net.educause.edu/ir/library/pdf/ERM1032.pdf>

SIX THEMES



BENTLEY
UNIVERSITY

Strategy / Roadmap

- Enterprise architecture
- Data architecture and governance
- Banner replacement
- Decentralized IT

Academic Technology / Library

- Increase capacity
- Asynchronous teaching
- Increase faculty / research support

IT Governance

- Selection, prioritization, capacity planning, scheduling
- Funding models and ROI realization

Information Security

- Strategic plan
- Staffing
- Awareness

Vendor Management / Outsourcing

- Scale, cost and service

Culture, IT Skills and Organization

- Mission driven, goal oriented and value based
- Training
- Restructuring

STRATEGIC FRAMEWORK / PRIORITIES - DRAFT



Technologies – Initiatives in support of teaching, learning, research and administration

Teaching and Learning	Research	Administration
<p>Teaching and Learning Tools - Asynchronous Model, LMS</p> <p>Data for Learning Analytics</p>	<p>Support for Big Data and Analytics</p> <p>Library Collections</p>	<p>Workday Banner Replacement</p> <p>Access to Institutional Data and Systems Integration</p> <p>Salesforce implementation</p>

Common Platforms

IAM / Provisioning	IT Service Management	Cloud – IaaS, PaaS	Collaboration Tools	Workflow / Imaging
--------------------	-----------------------	--------------------	---------------------	--------------------

Foundational Strategies

Enterprise Architecture	Information Security	IT Governance and PMO / VMO	Business Continuity / Disaster Recovery
-------------------------	----------------------	-----------------------------	---

STRATEGIC PRIORITIES (CONTINUED)

- PIPELINE



BENTLEY
UNIVERSITY

- IT Strategic Roadmap – ongoing activity
- Application portfolio management. Build an application ecosystem.
- Consolidation of IT around the University – organizationally and financially. Need to reorganize Information Technology at Bentley. Need to staff IT adequately, especially Project Managers. Need teams dedicated to key user groups. User focus. Improve Change Management.
- Classroom technology can improve – faculty and student demands are growing. Physical (flexible furniture and technology platforms) and software tools. Technology in support of pedagogy.
- Students need to be technologically literate on campus to be competitive in the job market.
- Develop a balanced model for synchronous and asynchronous online learning, collaboration and the flipped classroom.
- Video production, storage, retrieval and archive.
- Innovation around social, mobile and the technologies that appeal to prospective students. Partnerships around the University to make innovation scalable and sustainable, ex. UX lab.
- Social media with corresponding analytics to demonstrate effectiveness.
- User Experience (UX) and Digital Accessibility.
- Unified communications.
- Deliberate culture and values. Collaboration / DevOps.
- Communication/transparency between IT and faculty.
- Workforce development and training. Include Year-Up in our staffing strategy. Training in leadership, technology, service mindset and business processes.

NEXT STEPS



BENTLEY
UNIVERSITY

- Build IT Strategic Roadmap and start executing the strategy
- Benchmark
- Implement immediate governance for future IT spending and resources
- Develop and monitor performance metrics
- Workday for Banner replacement
- Salesforce implementation
- Share and communicate regularly with Faculty, students and staff
- Benefits realization

GOALS 2016-17



BENTLEY
UNIVERSITY

1. Develop an Information Technology strategy and roadmap
2. Implement Workday Human Resources and Payroll modules
3. Implement Salesforce to improve the Undergraduate and Graduate Admissions process
4. Assess and develop a strategy for moving applications and data to the cloud
5. Improve wireless network coverage across University
6. Improve data quality, availability, and security
7. Develop a security strategy and roadmap
8. Assess and review current IT culture, skills, processes and organization
9. Create Project Management Office (PMO)
10. Implement IT Service Management (ITSM) to deliver customer-focused services

JENNISON RENOVATION



BENTLEY
UNIVERSITY



OH, WHERE HAVE ALL THE CLASSES GONE?



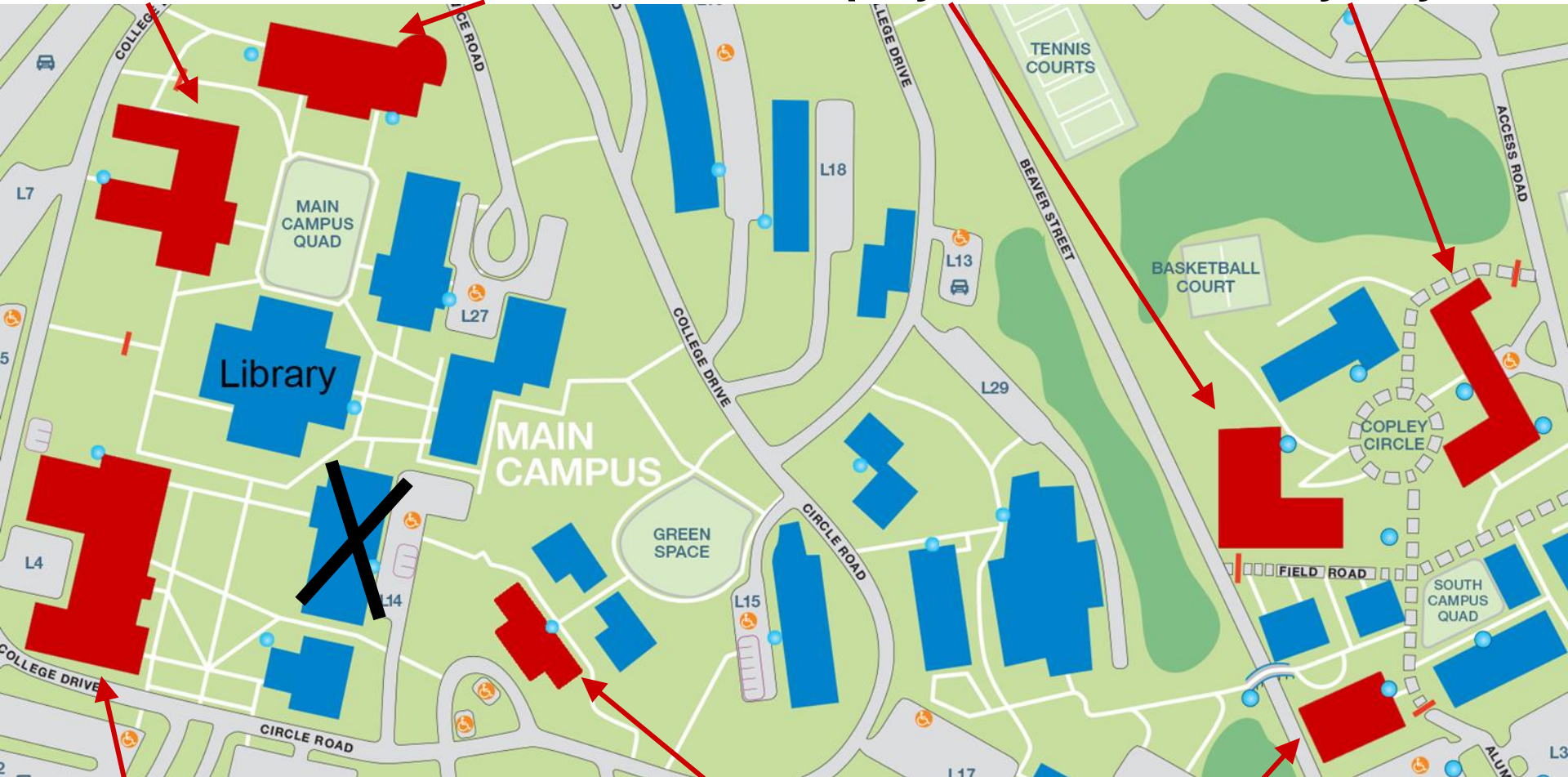
BENTLEY
UNIVERSITY

Morison

Adamian

Copley North

Fenway Skybox



LaCava

Falcone North

Orchard North

HOW DID WE DO IT?



BENTLEY
UNIVERSITY

- Double sections
- Use 'unpopular' rooms
- Saturday classes
- No Fall Chemistry labs
- Use every schedule block



TIMELINE



BENTLEY
UNIVERSITY

- April 25-May 13: Remove equipment/furniture
- May 16th: Fence goes up/construction begins
- Sept. 2016: Jennison off-line. Classes held...everywhere
- Jan. 2017: Classes held in Jennison



FOR MORE INFORMATION



BENTLEY
UNIVERSITY

bentley.edu/jennison



[Home](#) › [About](#) › [About Bentley](#) › [Campus Construction](#)

Jennison Renovation Project

Bentley University has teamed with Architectural Resources Cambridge (ARC) to renovate and expand Jennison Hall,



BENTLEY
UNIVERSITY

MOVING TO



Ron Ardizzone, David Norman, Anne Pugliese, Luluah Safri



WHY WORKDAY?

- **Replacing our 25 year old Banner system with new HR, Payroll, Finance and possibly Student functionality on modern technology**
- **New and improved features**
- **Leveraging modern technology**
- **An enabling system that supports teaching, learning & administration**
- **Going to a multi-tenant system.**

LIVING ALONE WITH BANNER

MULTI-TENANCY LIVING IN A COMMUNITY WITH WORKDAY



Bentley

Wellesley

GUIDING PRINCIPLES FOR SUCCESS BUILDING THE FOUNDATION



BENTLEY
UNIVERSITY

We will make decisions swiftly & through established governance

When in doubt, follow Workday & change Bentley

We will use the tool as-is whenever possible. BUY NOT BUILD

We will simplify and standardize our processes

We will communicate, communicate, communicate!!

We will do the most important things first, and table others

We will establish data governance including common data definitions & owners

We know change is difficult and we will navigate it as best we can

PACKING AND MOVING



BENTLEY
UNIVERSITY

Workday Implementation Schedule

Q3 FY16	Q4 FY16	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19
2016				2017				2018				2019	
Workday HCM, Benefits/Payroll													
				Workday Financials									

NEW ROOMMATE IN BENTLEY'S APARTMENT



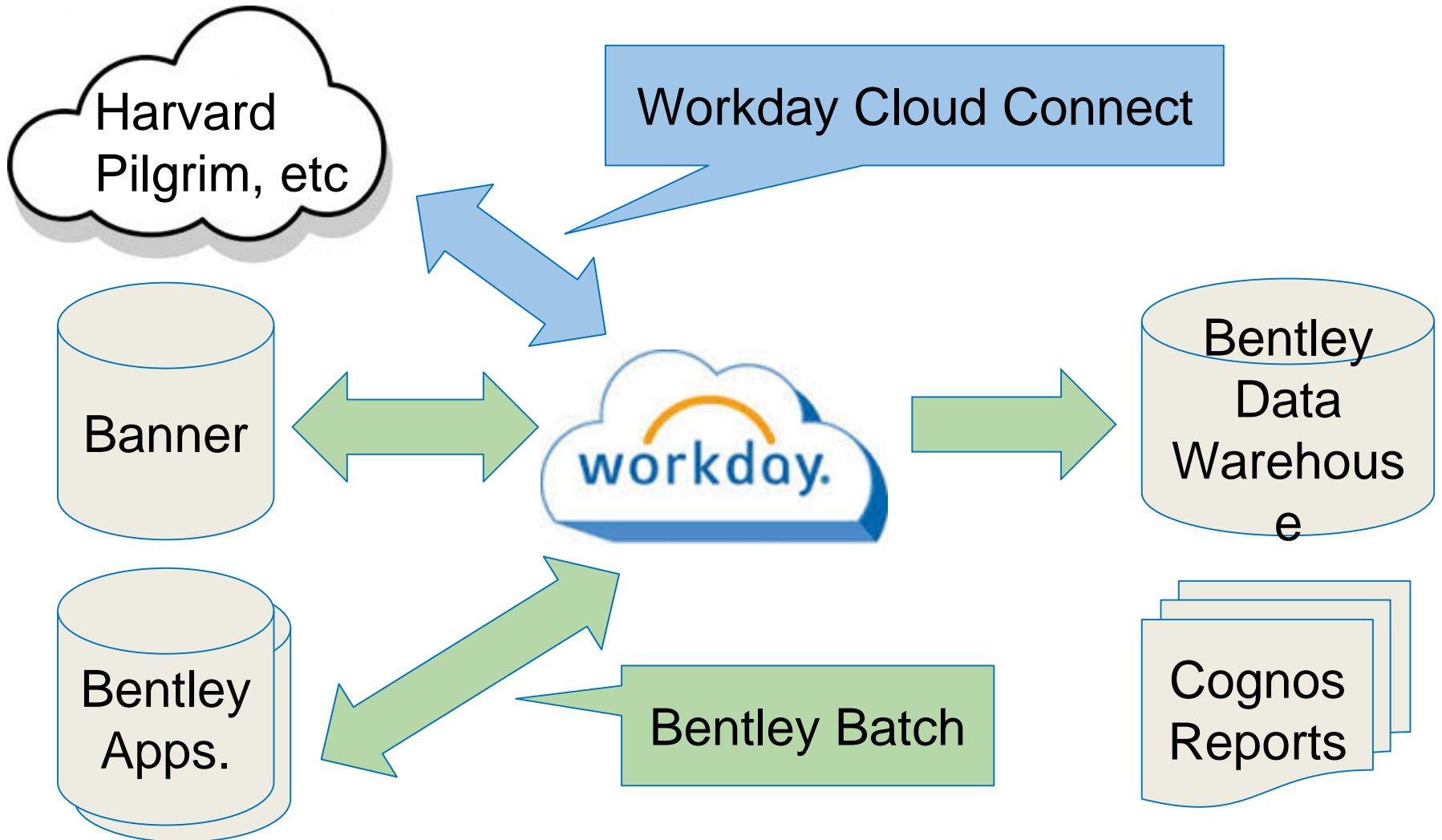
- Student arrives
- Strategic Influencer program
- Feature Design Groups
- Workday Community
- User Groups

Workday Implementation Schedule													
Q3 FY16	Q4 FY16	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19
2016				2017				2018				2019	
Workday HCM, Benefits/Payroll													
				Workday Financials									
								Workday Student					

THE NEIGHBORHOOD



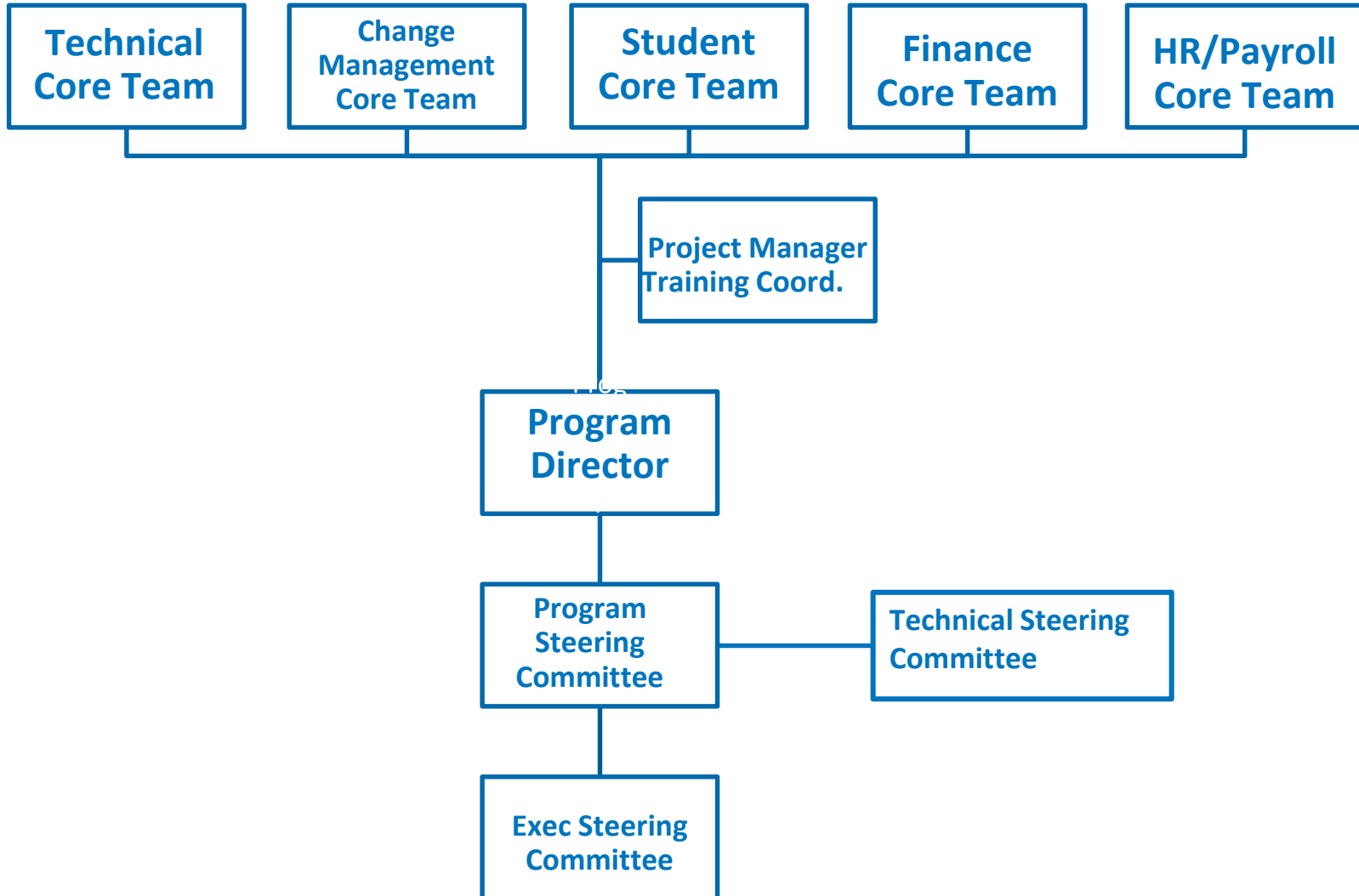
BENTLEY
UNIVERSITY



PROJECT STRUCTURE



BENTLEY
UNIVERSITY



INTERIOR DECORATING



BENTLEY
UNIVERSITY

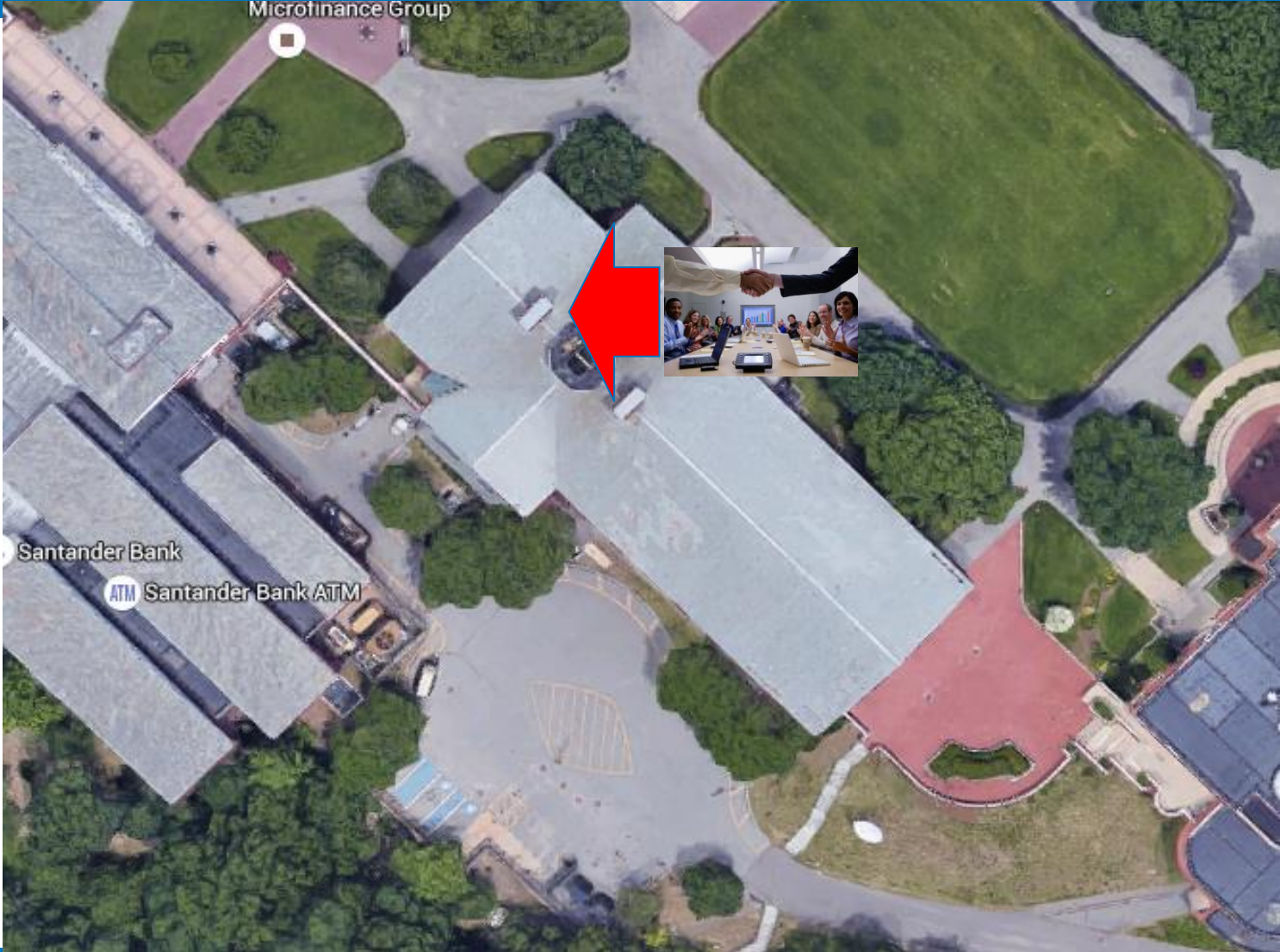
New digs for Workday collaboration



NEW IT CONFERENCE ROOMS LINDSAY 11



BENTLEY
UNIVERSITY



LIVIN' LARGE



BENTLEY
UNIVERSITY



TECHNOLOGY FOUNDATION

SINGLE CODE LINE



**BUSINESS
PROCESS
FRAMEWORK**



**IN-MEMORY
OBJECTS**



**INTEGRATION
CLOUD**



**REPORTING
& ANALYTICS**



SECURITY



BENTLEY
UNIVERSITY

Q & A