90 DAY IT ASSESSMENT

Bob Wittstein, May 2016

AGENDA

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

APPROACH

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

CURRENT ASSESSMENT: DOING WELL

- 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

- Strategy and roadmap
- Architecture (urban sprawl)
- Twenty four 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 spend – quantitatively or qualitatively

CURRENT ASSESSMENT: NEEDS IMPROVEMENT

- 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

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

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

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

BENTLEY UNIVERSITY

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

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

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

- 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

- 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

OPEN DISCUSSION

- Thoughts?