



Board of Trustees IT Subcommittee Meeting

November 3, 2014

2:00-2:50 PM

Harper Center 3023

Agenda

- Introductions
 - June 2, 2014 Meeting Minutes
 - Creighton University Digital Strategy
 - Information Technology Governance Update
 - Huron Report – Status Report
 - Executive Session
 - Department of Information Technology Update
 - Questions
- Dr. George Haddix
Mr. Tim Brooks
Mr. Tim Brooks
Mr. Mark Mongar

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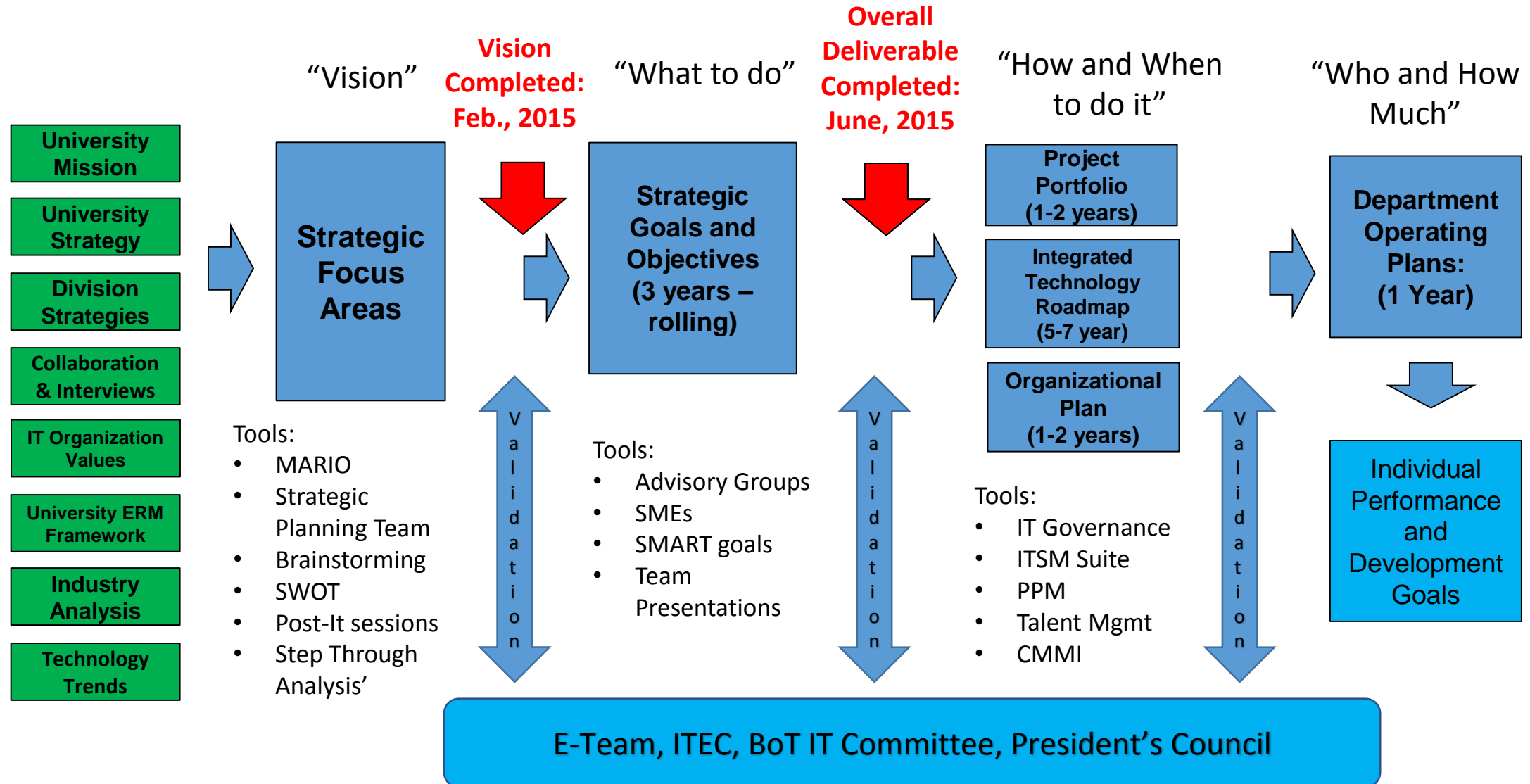
Creighton University – Digital Strategy

- Definition
 - Advancing **M**ission, **A**cademics, **R**esearch, **I**nnovation and **O**perations (**MARIO**) through the development of people and creative use of technology.
- Deliverable
 - The development and approval of a “living” digital strategy with goals and metrics by June, 2015.

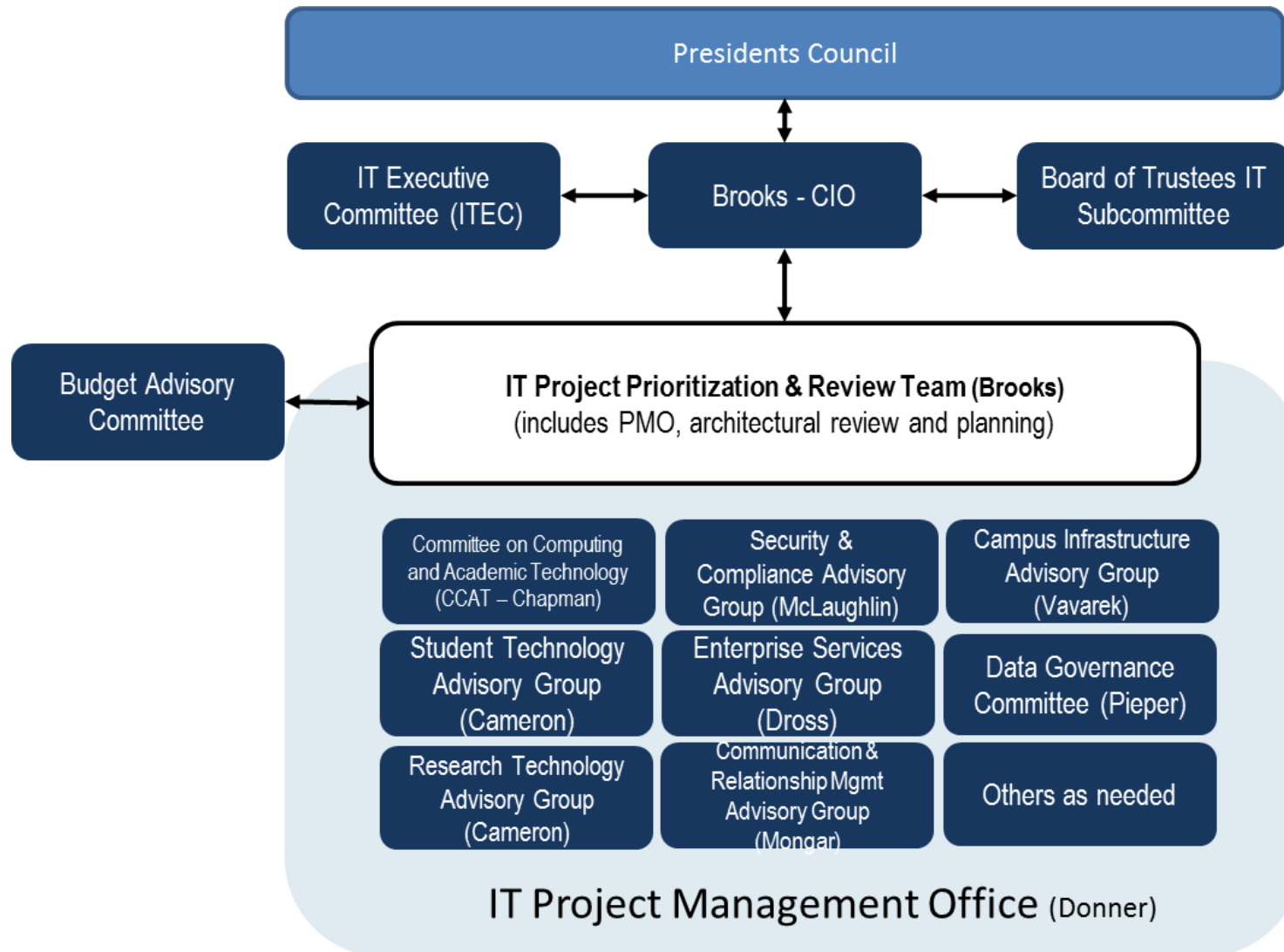
Elements

- **Timing.** Ensuring the plan is **relevant, meaningful,** and captures stakeholder **visions** for advancing each component requires **significant time and participation** of many stakeholders.
- **Global Scope.** Encompassing **campus-wide** use of digital technologies to **optimize** student, faculty, and staff **experiences** and effectiveness includes plans at the institutional as well as the division and college level.
- **Flexibility.** This “**living**” plan affords **nimble** responses to easy/quick-to-implement ideas while leveraging processes to **prioritize** longer-term, more complex objectives.
- **Structural Integration.** Full integration of the plan into a **University IT Governance** process is critical to its **success**.
- **Communication.** A multi-prong **communication plan** will incorporate multiple **feedback loops** and **information dissemination** strategies involving **stakeholders** including faculty, staff, students, alumni and other stakeholders.

Planning Framework



Information Technology Governance Model



- ITEC focuses on setting direction, prioritization, and ensuring accountability rather than implementation or IT project management.
- IT PPRT funnels information to the ITEC, making recommendations for project ranking and resource allocation.
- Advisory Groups are responsible for connecting with stakeholders in their respective domains and recommending new initiatives.

Project Ranking Criteria

Priority Levels		Description of Project Criteria	Example Projects
Priority 1 (P1)	P1-P3 Recommended by PPRT and Approved by ITEC	Project corrects risk to health, safety, security or reputation; corrects risk of non-compliance or critical service disruption	Disaster recovery planning, Everbridge emergency notification
Priority 2 (P2)		Project directly drives forward the “One Creighton: Bridging to a Greater Future” strategic plan; project creates tangible growth related outcomes	Degree Works, Admissions CRM, EDW/BI Program
Priority 3 (P3)		Project creates cost efficiencies or process improvement; project improves or enhances student, faculty or staff experience	SC Logic, Campus Wireless Upgrades, Admissions CRM
Priority 4 (P4)	P4-P6 Managed by PMO	Project has externally mandated deadlines or has program/project dependencies	Criss Wiring Upgrade
Priority 5 (P5)		Project is more than 70% complete or less than 45 days to close	Office365 rollout
Priority 6 (P6)		Operational/run projects; or no other criteria apply	Tech Refresh Program

Note: more than one (1) criteria may apply.

ITEC Project Dashboard – October 15, 2014

Line	New Rank	Prior Rank	Project Name & Description	Planned Start	Planned Finish	Estimated Duration	Percent Complete	Sponsor	Priority Criteria	Q4 14			Q1 15			Q2 15			Q3 15			Q4 15	
										Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1	1		Workplace Answers – Cloud based ethics and compliance training for the campus	8/6/2014	12/5/2014	17w 3d	75%	Winegard	P1, P5														
2	2		CU-Alert Replacement with cloud based EverBridge for all campus notifications.	10/1/2014	12/23/2014	12w	30%	Winegard	P1														
3	3		Admission Business Case – Invest in or replace Admissions Pro Application.	7/21/2014	12/3/2014	19w 3d	40%	Chase	P2, P3														
4	4		Degree works	10/6/2014	7/1/2015	38w 3d	10%	O'Connor	P2, P3														
5	5		Data Warehouse - June 2015 Release provides automated access to data via new and enhanced data marts for: Institutional effectiveness, Financial Review Model, Net Tuition, Annual Effectiveness indicators, and academic program review.	8/6/2014	6/26/2015	46w 3d	25%	Jensen O'Connor	P2, P3														
6	6		Technology Roadmap – SW/HW inventory and life cycle management. Will feed Capital planning efforts.	10/6/2014	2/13/2015	19w	40%	Brooks	P2														
7	7		Campus IT Digital Strategic Plan. Campus plan for central and embedded IT services.	10/6/2014	7/1/2015	38w 3d	10%	Brooks	P2														
8	8		Firewall, Network edge Routing and 10G internet technology refresh of aging equipment.	10/1/2014	12/23/2014	12w	25%	Brooks	P3, P6														
9	9		Office 365 – Move and upgrade email accounts to the Microsoft cloud.	5/6/2014	3/16/2015	45w	50%	Brooks	P3, P6														
10	10		Criss I & Beirne Tower Network and Wireless Replacement	10/6/2014	1/20/2015	15w 2d	10%	Brooks	P3, P6														
11	11		Lied Arts building network and Wireless Replacement	10/10/2014	5/21/2015	32w	10%	Brooks	P3, P6														
12	12		Information Tech Service Management (ITSM) replacement for IT ticketing and service workflow.	7/14/2014	4/1/2015	37w 3d	26.86%	Brooks	P3														
13	13		Phase I – RFP & Selection	7/14/2014	12/1/2014	20w 1d	50%	Brooks	P3														
14	14		Phase II - Implementation	12/2/2014	4/1/2015	17w 2d	0%	Brooks	P3														
15	15		Forefront Identity Management (FIM) replacement for sunsetted ILM product.	9/4/2014	12/25/2014	16w 1d	30%	Brooks	P3														
16																							
17	0		Res Halls - Wireless Upgrades	1/6/2015	9/30/2015	38w 2d	0%	Winegard	P3, P6														

Active Project – On Schedule

Active Project – Mitigation required to meet schedule

Active Project – Behind Schedule, Dates Missed

Backlog – Approved but waiting for resources

Next in line Project

Huron Report

Huron Recommendations – Status Update on top priorities - November 2014

Strategic Plan Recommendations from Huron	DoIT Priority	Huron Priority	Target Date	Percent Complete	10-27-2014 Status
Develop a unified IT roadmap linking DoIT to overall campus strategy	1	1	7/1/2015	35%	Step 1. This document serves as the "interim" plan (4-6 months) Step 2. Develop a 3 year rolling strategic IT roadmap by July 2015.
Fully implement PMO methodology to manage project portfolio. Realign the PMO within DoIT.	2	2	11/1/2014	35%	PMO is now a direct report to IT VP. Basic functions operational, but not fully developed. Lack of resources make progress difficult. Options are being developed to mitigate.
Implement new IT governance committee structure and associated processes	3	1	4/7/2014	ongoing	Draft processes defined. Strong dependency on IT PMO. Meetings completed 3/28, 5/8, 6/5, 7/21 & 10-15. ATC meeting monthly. Governance model defined. Need work on scorecards, metrics and data required for decisions. See doit.creighton.edu for updates. Iterative development of process and campus communication will continue.
Define a data governance strategy for the data warehouse initiative	4	2	4/7/2014	ongoing	Structures and methods defined. Initial members defined and have met informally several times. Team is doing "road shows" and developing web site. Need to develop procedural integration with IT Governance. Numerous data marts delivered.

See "attachment A" for more details

Executive Session

- Other Committee Matters?

Attachment A – Huron Recommendations

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Create a security risk assessment framework and internal audit plan. Develop readiness plan for security breach(s)	5	2	12/31/2014	30%	Draft plans are being developed. ISO presented plan at 6/2 Technology Subcommittee. PCI compliance audit scheduled. Need additional Security Analyst to tackle proactive work.
Step 1: develop a comprehensive IT service catalog. Step II: identify cost of delivery for major services such as Desktop Support, Infrastructure, Classroom Support and Application support.	6	2	Step 1 4/1/2014 Step 2 TBD	Step 1 - Complete Step II - TBD	DoIT has a basic service catalog at doit.creighton.edu, and development is ongoing. For step II, resources being focused on ITSM replacement project which will address service catalog.
Negotiate and develop service level agreements with key customer groups.	7	NR	11/1/2014	50%	Numerous DRAFT documents were completed and circulated for feedback, including ATC. Resources being focused on ITSM replacement project which will address SLA's.
Develop a multi-year capital investment plan tied to infrastructure cost and planned initiatives. Seek participation and approval from ITEC	8	2	6/1/2014	ongoing	DoIT has a completed estimate for fiscal year 2015. Also completed 3 year estimate late 2013. Updated and prioritized plan for 2016 due to Finance end of November.

Attachment A continued – Huron Recommendations

Strategic Plan Recommendations from Huron	DoIT Priority	Huron Priority	Target Date	Percent Complete	10-27-2014 Status
Identify areas where salary resources can be pooled to hire fewer, more qualified personnel	NR	NR	Ongoing	ongoing	Have moved salary lines to the PMO, Security and App Admin from lower priority functions. Salary lines were combined to hire EA Director. Also redirecting some salary to student interns.
Clearly define, document and communicate the roles and responsibilities of DoIT and CELAI		1	6/2/2014	ongoing	Outsourcing Tier1 support to Instructure (Canvas). Co-location of CELAI and DoIT in RAL has helped improve workflow and communication between the groups. DoIT "partners" with CELAI to host monthly CCAT.
Develop enterprise architecture management process, associated strategy and roadmap.		NR	TBD	20%	A functioning "Enterprise Architecture Review Board" is a critical component of the governance process. IT lead team will handle for the interim utilizing ATC as needed until formalized. No progress due to other priorities.
Implement time tracking system and model for managing IT resource availability and commitments		2	6/1/2014	Deferred	Deffered - resources being focused on ITSM replacement project.
Decrease the inventory of end user workstation assets to drive cost savings from support and procurement	Complete	2	Ongoing	ongoing	DoIT Tech refresh process has retired 900 computers so far.
Develop a standard change management approach for implementing IT policies	Complete	NR	Completed April 2014	100%	Completed. IT policies will be developed by a cross-campus committee formed from ATC. ATC will then approve/support, and subsequently seek approval from Presidents Cabinet.
Increase transparency into how student technology fee is allocated		1	4/1/2015	75%	Historical and current data has been gathered. Plan for FY15 is to include STF management with development and management of the capital plan by the BAC.
Redefine how IT communicates with customers and consider a rebranding strategy		2	TBD	TBD	Popular opinion indicates that the name "DoIT" is fine, no change needed. However, DoIT would still benefit greatly from a formal communication plan.
Establish effective IT sourcing policies that are clear to the campus community and consistently enforced		1	TBD	TBD	Back Burner

Attachment A continued – Huron Recommendations

Strategic Plan Recommendations from Huron	DoIT Priority	Huron Priority	Target Date	Percent Complete	10-27-2014 Status
Conduct a business impact analysis and implement a business continuity/disaster recovery solution		2	7/1/2015	20%	Working with Enterprise Risk Management team. DoIT working with Network Nebraska for reciprocal DC services. Business case to be developed and reviewed by ITEC.
Evaluate the current security restrictions placed on end users	Complete	2	7/1/2014	ongoing	New "admin rights" policy and Mac config policy was recently approved by PC and has widespread support. Content on DoIT website.
Create new policies for managing the presence of distributed technology (e.g., storage, servers)		2	TBD	TBD	Move physical campus servers to the Virtual Data Center environment. Could outsource this effort. Most servers have been virtualized, but some still remain (Journalism).
Consider outsourcing additional security operations to supplement limited IT security staff		NR	TBD	TBD	More research needed. Another possible opportunity to leverage AJCU shared opportunities.
Consolidate and redesign the end user support model		NR	TBD	TBD	Need enterprise level look at campus support resources. Will partner with Melissa when the time is right.
Identify areas where resources can be shared with other departments or institutions (e.g., security)		NR	TBD	TBD	Shared Services interview results will identify priority areas. Rummel doing some work in this area with SOM and CRISS complex clients. May require executive support to get better cooperation.