Loyola University Chicago: ITS Strategic Alignment with Academic and Executive Leadership



Blackboard CIO Forum Susan Malisch Vice President and CIO October 17, 2011



About Loyola ...

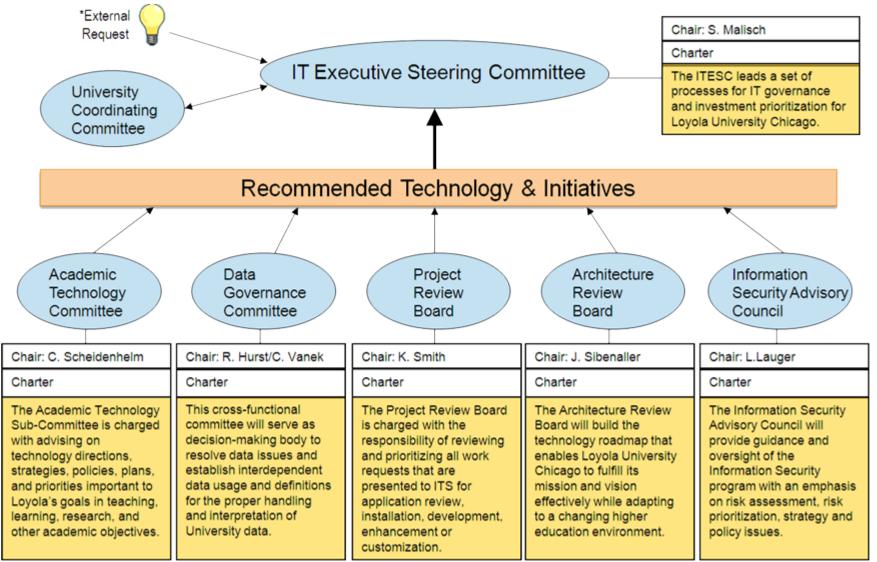
- One of 28 Jesuit Colleges and Universities in the US
- 4 Chicago campuses with centers in Rome and Beijing
- 71 undergraduate majors and 71 minors
- 85 master's and 31 doctoral degrees; 26 certificate programs
- Total enrollment 15,900
- 700 full-time faculty; 1,500 full-time staff
- 15:1 student/faculty ratio
- 3,400 courses with 60% utilizing LMS
- 300 technology-equipped classrooms
- 138,000 alumni; 82,000 in Chicago







Governance Structure





Preparing people to lead extraordinary lives

Governance:

Project Prioritization Process

Prioritized Ranking by	y Function							Curr	ent	Prior	
Project	AA	Adv	Fac	Fin	HR	SA	ITS	Score	Rank	Rank	Movement
LOCUS Enhancements (6)	1	1	1	1	1	1	1	210	1	1	+0
RMS Student Web Functionality	4	3	3	5	2	2	3	195	2	6	+4
Campus Card System Replacement	27	2	2	2	4	8	2	170	3	4	+1
Enterprise Content Management (13)	5	16	5	4	6	11	8	162	4	5	+1
Business Intelligence/Data Warehouse (7)	6	15	7	6	7	9	7	160	5	7	+2
Retention Dashboard	8	9	8	7	8	10	9	158	6		New
Admitted Students Portal Enhancements	3	8	4	15	3	23	4	157	7		New
Tuition Benefit Automation	7	5	10	12	5	12	10	156	8	8	+0
Tuition Payment Plans	18	4	6	3	12	17	5	152	9	15	+6
Advising "Wave A" Project & Process Changes	2	23	13	10	17	16	11	125	10		New
Support for Eportfolio Pilot & Assessment	14	14	11	26	9	3	23	117	11	11	+0
Integration of LUMC persons into LUWare	24	18	15	13	11	19	6	111	12		New
Faculty Salary Planning	16	11	12	9	19	21	19	110	13		New
Enhancements to the Budget Application System	17	10	9	8	18	26	20	109	14		New
SSOM Financial Aid Awards into PeopleSoft	20	17	14	11	10	15	21	109	14		New
Implement iTunes-U for LMS	11	6	23	17	23	5	25	107	16	18	+2
Electronic Based Study Abroad	12	7	22	19	24	14	16	103	17	19	+2
Loyola Alert - Phase II	23	19	16	21	14	13	14	97	18		New
Move GPEM R+ Application In-House	9	25	20	14	15	22	15	97	18		New
Immunization Registration Reporting	19	22	18	20	20	4	22	92	20	16	-4
Student Email and Communication Options	10	13	25	23	22	6	26	92	20	26	+6
Parking Permit Purchases Integration to PeopleSoft	25	21	17	16	13	18	17	90	22	14	-8
Electronic Outbound Transcripts Feasability	13	20	21	24	25	20	12	82	23		New
Upay Site for "Seat" Deposits	22	24	19	22	16	24	13	77	24		New
Comcast Cable TV Contracts	21	26	24	25	26	7	18	70	25		New
Cell Phone Coverage Improvements	26	12	26	18	21	25	24	65	26	24	-2
Research Data Center	15							16	27		New



Simplify Thru Illustrations... LUC ITS Rings of Excellence Major Initiatives, FY10 Q3-Q4

Academic and Faculty Support

- LOCUS Enhancements (6)
- Support for ePortfolio Pilot and Assessment
- Retention Dashboard
- Upay Site for "Seat" Deposits
- Advising "Wave A" Projects
- Electronic Outbound Transcripts Feasability

Administrative Initiatives

- Immunization Registration Reporting
- Electronic Based Study Abroad
- SSOM Financial Aid Awards into Peoplesoft
- Faculty Salary Planning
- Enhancements to the Budget Application System

Student Technology Support

- Admitted Students Portal Enhancements
- RMS Student Web Functionality
- Tuition Benefit Automation
- Tuition Payment Plan
- Student Email & Communication Options
- Comcast Cable TV Contracts

Infrastructure

- Campus Card System Replacement
- Campus Construction Initiatives (15)
- Security Initiatives (ISAC & Audit)
- Research Data Center
- Cell Phone Coverage Improvements
- Loyola Alert Phase II
- Move GPEM R+ Application In-House

Continuous Service Development

- Parking Permit Purchases
 Integration to PeopleSoft
- ECM/Imaging Implementation (13)
- Business Intelligence/Data Warehouse (7)
- ▶ Implement iTunes-U for LMS
- Integration of LUMC persons into LUWare



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Relationship Management: Weekly/Quarterly Project Updates



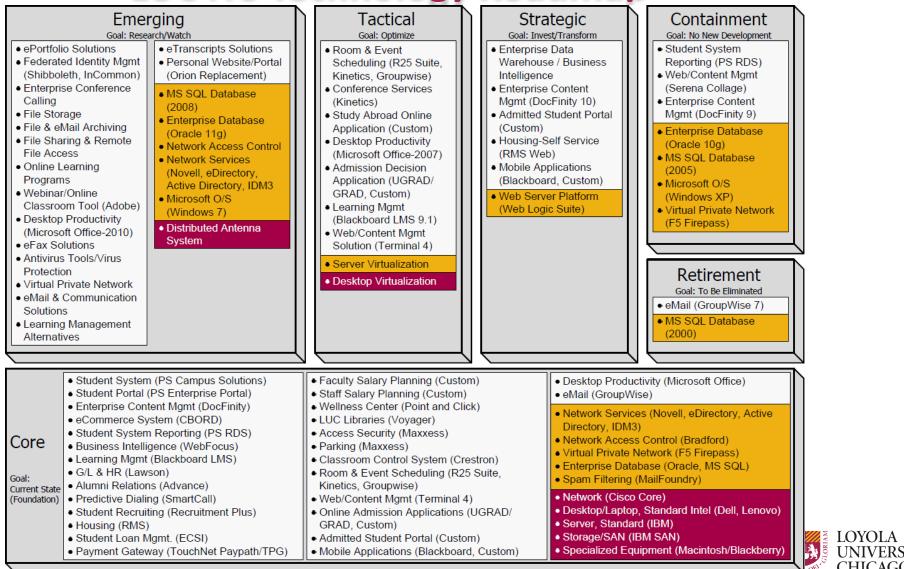
ITS Major Initiatives FY10 Q1-Q2 Status Summary

Aug 2009

				Inf	rastructure
Project	Sponsor	Project Mgr	Prior	Current	Remarks/Issues/Milestones
Security Initiatives (ISAC & Audit Related) - PII Policy and Tool Impl.	Enterprise Project (Sibenaller)	Lauger	Yellow	Lime	Recent Activity: Over 99% complete with two departments remaining. PII found on 25% of devices scanned. Received approval from the ITESC to "encrypt all" going forward and roll- out enterprise encryption management software. Next Steps: Complete follow-up on remaining departments.
Security Initiatives (ISAC & Audit Related) – Committee and Audit Activities	Enterprise Project (Sibenaller)	Lauger	Green	Green	<u>Recent Activity</u> : (1) Information Security Advisory Council established and held initial meeting. (2) Three audits conducted over summer: Deloitte (annual external audit), Halock penetration testing, and SMART application audits on RMS, Maxxess, and BSR Advance. Final reports from Deloitte and Halock included no major findings; several observations noted in both reports to tighten our security position. SMART report expected in Sept./Oct. Next Steps: Assess and implement recommendations as appropriate.
Campus Card System Replacement (PSS 735)	Finance (McGuriman)	Prina	Lime	Green	Recent Activity: CBORD contract has been signed, kick off meeting has been held, and detailed planning is occurring to replace all existing Blackboard readers and replicate/enhance current interfaces to other systems. Next Steps: (1) Coordinate implementation efforts with CBORD consultants. (2) Manage installation of additional networking outlets at identified reader locations. (3) Manage the change over and enhancement of existing data interfaces to work with the new CBORD system.
Campus Construction Initiatives (18)	Facilities (Kosiba)	Various NIS staff	Green	Green	Rece Project Title Next (Customer: / Project Manager: / Health: Green Lime Yellow Orange Red) Record Project Manager: / Health: Green Lime Yellow Orange Red) Record Health: (if applicable).
Campus Cell Phone Coverage Analysis	Enterprise Project (Vonder Heide)	Heesemann	Green	Orange	Rece Details Health optails Details Green - On Target, No Risk Next Next Steps Lime - On Target, Minimal Risk, Minor Concerns, Under Control
Emergency Response Website (PSS 897)	Facilities (Kosiba)	Heckel	Green	Green	
WTC Data Center Remediation	Enterprise Project (Vonder Heide)	Apa	Green	Green	Recent Activity: Installed a new SAN and SVC at LSC to accommodate migrated production systems from WTC to LSC to relieve power and air conditioning requirements at WTC. Next Steps: (1) Migrate all production systems to LSC, utilizing WTC as a DR/failover facility, (2) Determine long-term location for WTC data center to complete remediation plan.
Research Data Center (RDC)	Academic Affairs (Attoh)	Heesemann	Green	Green	Recent Activity: Finalized design and project put out to bid. Next Steps: Confirm funding plan.
Replacement of Content Management System (PSS 941)	ITS/UMC (Malisch/Shannon)	Kraft	n/a	Green	Recent Activity: Technology Advisory Committee formed to determine needs and provide recommendations for replacement of existing Serena Collage system. Kickoff meeting held. Next Steps: (1) Define requirements, (2) Identify potential solutions.



Roadmap for Change... LUC ITS Technology Roadmap



Solution Software Hardware

CHICAGO ring people to lead extraordinary lives

UNIVERSITY

Metrics:

LUC ITS FY10 Continuous Service Improvement Scorecard

Technology /		H	lealth In	dex		Current State	Healthy Definition
Operation	FY07	FY08	FY09	FY10	FY Change		
Technology Service and Support (Help Desk)	J			\bigcirc	1	System implemented and being used by clients. Additional end-user awareness and report capabilities needed. Internal process opportunities.	Full function web-based tracking and reporting system with self- service capabilities.
Enterprise	$\bigcirc \Rightarrow$	\bigcirc				Hours of operation extended, but demand for expanded support hours from students and faculty and staff (video events) continues.	Extended hour support as appropriate for defined client groups and systems.
Skill sets, professional development <i>ITS</i>					1	Development plans are in place to improve needed skills and competencies. Succession plans being updated for key roles. Skillset overlap (coverage) is limited.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
Project Management <i>ITS</i>						Process continues to mature. Improvements identified via internal ITS survey.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
Research & Development					1	R&D efforts improved in Media Services. Dedicated R&D resources/roles do not exist across ITS. New enterprise architecture processes assisting to drive change.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
Change Management <i>ITS</i>					1	Change process remains effective. Weekly & monthly metrics available. System enhancements pending.	A formal and managed process is in place to implement and communicate changes to the technology environment. (Reporting)
Remote Access <i>Enterprise</i>	n/a				1	VPN access stable, new apps added to VPN. File/disk sharing (DocXchanger) operational; reviewing for enterprise use.	Full suite of tools/access available remotely with appropriate security enforced.
International Enterprise Support Academic Affairs	n/a					Initial dialogue with JFRC is underway regarding renovation plans. Also investigating cost and complexity to increase campus bandwidth.	Access and support of university applications and resources from remote campuses such as Rome and Beijing is provided at an appropriate level in relation to the business need.

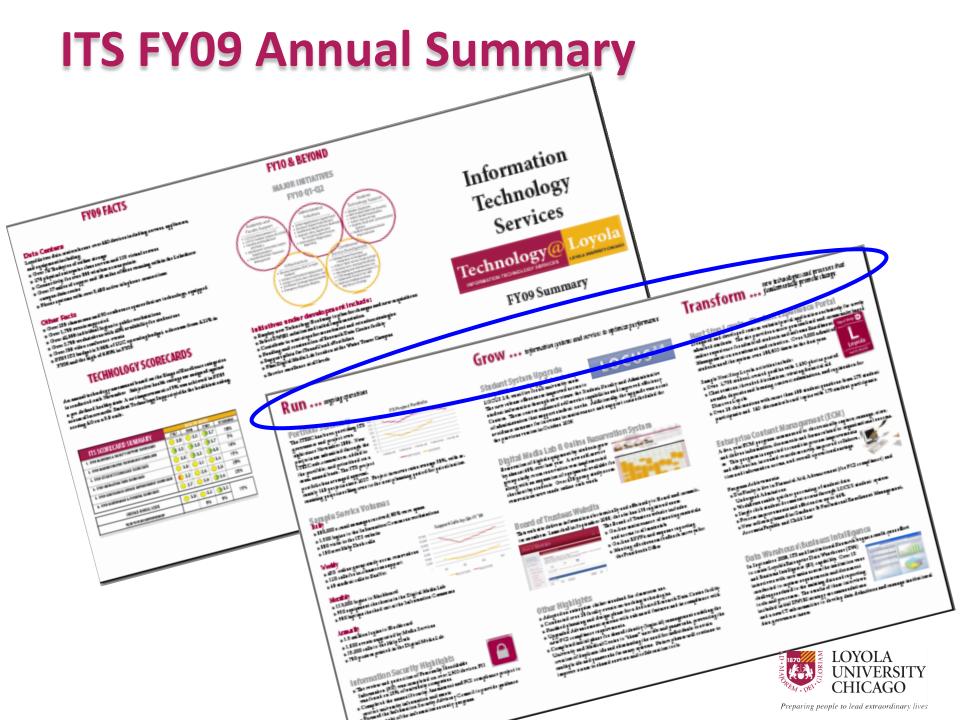
Overall		\bigcirc	\bigcirc	\bigcirc	+
	2.2	2.6	3.0	3.5	
	Pct Chg.	17%	13%	14%	44%



FY10 LUC Technology Scorecards

		FYIOA	cadem		aculty	Support Score	card		3	LOYOLA UNIVER CHICAG	SITY		ITS F	Y10	Infra	struct	ure Scorecard		
nology Roadmap ient to Core Items	Technology / Operation	Health	Score F	Y Change	irrent State		Healthy Definit	tion				hnology /	He	alth Ind		Current S	tate	Healthy Defin	ition
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	Departmental Labs Academic Affaire Department & Scho		5	21	th SOC to further	odel is fully functional. New MOU develop labs unique to SOC. e MOU's, and Computer Science	centrally managed ar (i.e. Computer Scien Clients are fully awa	re of and utilize ITS services. (Work on	Network IDM3)	& Services (N	Novell, eDirectory, Humo	an Resources		2.5	+	the creation of required to in collaboration			
nt Managem ent (Serena ies (Voyager)	Support Academic Affairs	•	4	de	th SOC being fina partmental meetin	t is operating effectively. New MOU liced. Continue to extend services to glevel.	awareness & self-ser	noe resources).			Enter	e Telecom sprize		4	→	Mandelein, O	deployed to south end of campus to support offey; Sullivan. WTC upgrade being reviewe ied to WTC data center upgrade.	Latest standards-b d and upgrade optice	sted offerings from provider. Expansion 8.
LOYOLA UNIVERSITY CHICAGO		ITS FY	10 Adr	ninist	rative 7	Technology Sco	recard		Server, Storage Enterpri	(A)	LOYOLA UNIVERSITY CHICAGO	ITS	5 FY10	Cont	tinuo	ıs Ser	vice Improvemen	t Scorec	ard
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ym ent Gateway (TouchNet ypath TPG)	Credit Card Finance	1 Processing				is via VPN, more secure, PCI complian	defined, eas	dit card acceptance is controlled by a well sy to use process; PCI compliant.			nment to Core Item:	s Operatio	n	Health		FY Change			
unni Relations (Advance) edictive Dialing (SmartCal	Advancene D. Advancene		▶ 4	s —	hards are re	nt SmartCall applications current with freshed; databases are all updated to 10 fit results are pending.	pdates; ITS provide z. with ADV t	es advisement on development and technologies team. Comprehensive system with required y: New acquisition and integration discussions	Dector			Technology Support (He	Service and ip Desk)	0	4	-	ystem implemented and being used by clients nd-user av areness and report capabilities new rocess opportunities.	ded. Internal self-se	rvice capabilities.
	Enrollment	Managen ent) 3	.s	pradiugrad integration.	oyola added in FY03; new staff in plac applications brought in house will strea Statistical data is maintained in dispar	e; Operations n line systems wit	and data are managed in totally integrated h work flow process in place (limited support	Desktop Office)	p P1		Enterprise		0	4		iours of operation extended, but demand for e apport hours from students and faculty and stu- vents) continues.	ef (video group:	led hour support as appropriate for defined cl and systems.
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What's Working Well & Opportunities for Improvement

• Working Well

- A repeatable, consistent way of "telling our story"
- <u>Strong partnerships</u> with functional areas...there are no "IT projects"
- Increased <u>transparency</u> and broader understanding of priorities
- <u>Shared understanding of investments and implications of new initiatives</u>
- Encourages less "silo" thinking and more institutional level discussions

• Opportunities for Improvement

- Improve resource planning
- <u>Increase visibility</u> of faculty and students in process
- Enhance timing of <u>identification of new initiatives</u> with budget cycles (budgets planned so far in advance that this is difficult)
- <u>"We're never done!"</u>

