

IT Report Summary

In early August the President's Special Advisory Group on information technology retained Gerard Hourigan, VP and CIO for Cuyahoga Community College to assist the University in a review of its Information Technology Services Department. The review focused on identifying strategies the University could implement to enhance operations, improve organizational structure and staff performance and more effectively align IT resources with institutional priorities.

Mr. Hourigan visited campus for two days, the week of August 8, and met with approximately 100 University staff members including, senior leadership, faculty, staff and IT personnel. This document is a summary of the report.

In the area of accountability the IT review recommended that performance metrics, KPI's and dashboards be established for the department and IT employees. The report also recommends that organizational performance metrics be published and available to constituents. Other recommended measures to strengthen accountability include implementation of a formal mechanism to measure organizational effectiveness and customer satisfaction with a customer feedback loop.

Aligning IT Services with the University strategically is critical to IT Services being leveraged completely to help drive the University towards achieving its goals. The report recommends IT Services develop an IT Strategic Plan, Mission and Strategies that map to long-term institutional goals.

The report made numerous recommendations regarding staffing. In order to fully leverage the University's ERP system the review recommended adding ERP Solutions Specialist positions to the organization to support the Finance, HR Enrollment Management Student Affairs and other Offices to maximize ERP functionality. Feedback from constituents also made it clear that they would like expanded User Support/Help Desk Hours. The report recommends expanding hours to include nights and weekends and to consider outsourcing tier one support to augment department staffing. Other staffing recommendations include adding system administrators, network technicians and AV classroom support positions. The report also suggested the University consider adding an Information Security position to ensure any network and enterprise security vulnerabilities that are identified in existing IT infrastructure and in future IT initiatives are addressed.

The review recognized that Shepherd has very limited IT resources and made specific recommendations to ensure the University is maximizing its IT investments. It suggested the University explore centralization of departmental IT budgets for hardware, software licensing and maintenance of IT. It also recommended that the University explore segmenting operational IT equipment refresh budgets from IT innovation funding requests and redistribute equipment refresh budgets into centralized IT equipment budget.

Stakeholders indicated during their interviews with Mr. Hourigan that they would like enhanced communication between IT and its constituents. The report recommends IT develop a standard communication protocol for all IT initiatives including projects, system updates, outages and the

implementation of new technologies. The report also indicated improvement in the closure of help desk tickets is needed. It recommended assigning responsibility to one IT employee to review service tickets for completeness, closure and customer notification. As part of a focus on enhanced communication the report recommended IT develop and publish an IT service catalogue. This will help alleviate confusion for stakeholders on what services and products IT offers and how to request them.

IT projects can be complex and in order to successfully meet project milestones, deadlines and budgets effective project management techniques must be utilized. The report recommends that a formal and comprehensive project management process be adopted and that it include intake, oversight and management, and stakeholder reporting.

The report documented feedback from IT constituents on enhancements they think are necessary for an improved technology experience for students, faculty, staff and visitors. The report recommended the following technology infrastructure improvements:

- Strengthen and expand wi-fi network across campus including in residence halls and academic buildings
- Establish guest wi-fi network throughout campus
- Replace centrex telephone system with VOIP
- Standardize remote collaboration and conferencing software for campus
- Strengthen and expand remote desktop technology infrastructure to accommodate a University wide roll-out.

IT Services is already in the process of implementing many of these initiatives and will be periodically reporting out to the campus on our progress in addressing the report's recommendations.