Revised Technology Committee Packet



TECHNOLOGY COMMITTEE NOVEMBER 16, 2010 12:30 p.m.

> BOARD ROOM Wells Fargo Place 30 7th Street East Saint Paul, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

Committee Chair David Paskach calls the meeting to order.

### (1) Minutes of September 15, 2010 (pp. 1-5)

- (2) Information Technology Update
- (3) Technology: A Student Perspective (pp. 6-7)
- (4) Follow-up to OLA Evaluation of the System Office (pp.8-10)
- (5) Value Derived from Investment in Enterprise Information Technology (pp.11-15)
- (6) Strategy for Information Technology Service Delivery (pp. 16-21)
- (7) Students First Report (pp. 22-24)

<u>Members</u> David Paskach, Chair Christopher Frederick, Vice Chair Cheryl Dickson Jacob Englund Phil Krinkie James Van Houten Michael Vekich

Bolded items indicate action required.

### MINNESOTA STATE COLLEGES AND UNIVERSITIES BOARD OF TRUSTEES TECHNOLOGY COMMITTEE MEETING MINUTES September 15, 2010

**Technology Committee Members Present:** David Paskach, Chair; Trustees Cheryl Dickson, Jacob Englund, Phillip Krinkie, James Van Houten and Michael Vekich

Technology Committee Members Absent: Vice Chair Christopher Frederick

**Other Board Members Present:** Scott Thiss, Board Chair, Clarence Hightower Vice Chair, Chancellor James McCormick, Trustees Alfredo Oliveira and Louise Sundin

**Leadership Council Committee Members Present:** Vice Chancellor Darrel Huish and President Judith Ramaley

The Minnesota State Colleges and Universities Technology Committee held its meeting on September 15, 2010, at Wells Fargo Place, 4<sup>th</sup> Floor, Board Room, 30 East 7<sup>th</sup> Street in St. Paul. Chair Paskach called the meeting to order at 10:31 a.m.

### Approval of the Technology Committee Meeting Minutes

Chair Paskach called the committee to order.

- 1. Minutes of July 21, 2010 Technology Committee The minutes of July 21, 2010 were approved as submitted.
- 2. Information Technology Update

Vice Chancellor Huish stated that learning management, student information and security applications withstood the spike in activity associated with the beginning of the semester. The number of unique logins on the learning management application increased by 12% this semester and compared to last year the total number of logins increased by more than 14%. President Ramaley noted that these numbers could be exemplified by the online learning opportunities offered at Winona State University; 80 % of faculty members have at least one online course. Online opportunities result in faculty and students interacting differently.

Vice Chancellor Huish reported that the Information Technology division took a thoughtful measured response to budget planning, keeping the goal to protect the technology's ability to support the core missions of institutions in mind. The result was a decision to eliminate 17 positions and set plans in motion to cease the majority of operations within Minnesota Satellite and Technology (MnSAT). In addition, there are plans to rely on unattended computing operations in data centers. A reduction in the number of staff in the Project Management Office will take place because there will be fewer new projects launched. A reduction in supervisory positions will also take place.

recognizes that it will be important to continue to identify restructuring opportunities, alternate sources for services and efficiencies. President Ramaley stated that the reduction plan was presented to the Leadership Council Technology Committee members and is step one on how to reduce the cost of operations without hurting, in any meaningful way, the ability of campuses to achieve the missions that technology complements. Future discussions will include how to get the most from available resources while working with campuses and the state of Minnesota to ensure the greatest possible return on investment.

Trustee Vekich inquired if there was anything keeping Vice Chancellor Huish up at night. Vice Chancellor Huish responded, no; however, what is a concern is the role technology plays in addressing other difficulties. During a time of reduction, one can imagine technology providing an opportunity to address issues creating a strong demand for services without additional funding.

Trustee Van Houten inquired if someone was looking at what services the centralized system provides and those that campuses are responsible for providing. Vice Chancellor Huish affirmed that a review of services is taking place and that this issue forms the essence of the third committee goal. A rigorous process needs to be developed to determine what the system will do once (or multiple times if needed) and what the institutions will do for themselves. President Ramaley noted that one should consider three levels of functionality in regards to the services provided. The first level is base operations, which takes up the majority of the budget expenditures and consist of services offered to all institutions. Services at the second level are offered regionally or to smaller group of institutions that share common need for a particular application. The third level of service is where research and development takes place on a small scale. These innovative services may grow to be supported regionally and then centrally.

Trustee Van Houten inquired whether consideration has been given to using outside resources to provide insight to system alignment and division of responsibilities. President Ramaley responded that alignment will grow over time and innovation will be used to develop a good balance. Chair Paskach responded that the service delivery issue would be addressed by the third committee goal.

### 3. Discuss and Select Committee Goals

Chair Paskach noted that there was consensus on the goals at the last meeting and reminded the trustees that during the July Board presentation Vice Chancellor Huish demonstrated a commitment and understanding of the goals listed.

The first goal recognized the importance of Students First. This committee wants to make sure that the Students First initiative is completed and that there is a strong delivery of these projects.

Chair Paskach opened the discussion of the goals to see if they are worded correctly. Are any changes or additions needed? The committee members discussed the wording within the first two goals noting that as currently worded this committee is not the responsible party. Instead of monitoring, the Technology Committee will either deliver the results or drive the results. Trustee Dickson agreed that monitor was a weak word and inquired if the goals would be completed this year. The committee agreed that the goals would be completed this year. The committee agreed that the Board of Trustees Technology Committee will deliver the completed projects.

Chair Paskach stated that the second goal is to formulate a response to the legislature on the audit findings before the February meeting. The response will also be used to demonstrate the management and benefits of the investment in technology. The issues specified by Chancellor McCormick on page two of the July committee notes will need to be addressed, including the need for centralized technology as a driver of innovation within the system. Vice Chancellor Huish agreed to include this information in the in the scope of the response to the legislature.

Chair Paskach noted that the third goal proposes to deliver a new service alignment strategy by April of 2011 and requested that a scope of what this includes be delivered to the committee in November. Vice Chancellor Huish agreed to provide this information.

Chair Paskach recommended that the committee members accept the goals as a group with the change in wording in goals one and two from monitoring to delivering.

Trustee Van Houten moved to accept the goals. Trustee Dickson seconded the motion. The Trustees approved all three goals.

Chair Paskach expressed appreciation for the development of a roadmap for this newly formed committee.

### 4. Students First Report

Vice Chancellor Huish introduced Jon Eichten, Director of Students First who presented the Students First Progress Report providing a high-level overview of all projects with a more detailed report on three projects. All of the projects are on schedule, with the exception of the Single Bill/ Single Pay project, which has been delayed due to the State-Wide Integration Financial Tools (SWIFT) system. Thirty percent of the projects are complete and ten percent are near completion. A copy of this report can be found at <u>www.studentsfirst.projects.mnscu.edu</u>.

Jon Eichten presented a screen shot demonstration of the following three of the Student First Projects:

- Communications Module this project will provide modifications to the student application process, providing the campuses with the ability to track communication with students from interest to enrollment. It will also expand the communication capabilities used by faculty, staff and current students. A pilot of this project will take place on three campuses: South Central College, Metropolitan State University and Saint Cloud Technical and Community College. Upon completion of the rollout, additional units like financial aid or accounts receivable will integrate to the communication module.
- Graduate Planner a pilot for this project will take place this fall. With the Graduation Planner application, students will be able to access course and program requirements, create customized plans for timely graduation and share information with advisors and counselors. It will also assist the campuses in planning for future course offerings.
- Single Search this project will allow students to be able to easily identify and register for equivalent courses across the system.

Jon Eichten is conducting campus visits that focus on campus preparedness this fall, four discussion points are covered during campus visits:

- a) Is there anything that the campus IT department needs to do to be prepared for the projects?
- b) Is there any setup the campuses need to do to be ready for the projects?
- c) Will staff training be available for projects?
- d) How will each project change the current business practices?

Trustee Oliveira expressed excitement for project implementation.

Chair Paskach expressed appreciation for the report and the presentation of the demonstration sites and recommended that a study session be held to provide a more detailed demonstration of the Student First projects.

### 5. Office of Legislative Auditor Compliance

Chief Operations Officer Carolyn Parnell presented the Office of the Legislature Auditor Compliance Tracking log. A campus communication preference survey was completed. Seventy-three percent of respondents indicated that the communication from ITS was relevant and timely, where as only 56% thought it was frequent enough. A vast majority of respondents prefer updates by email or list serve.

Several Student First activities have provided the perfect opportunity to make changes in the process allowing time for user testing and training to be built in to the project plan. Changes have resulted in the establishment of an agile development process that includes user input and testing. A consultant was hired to bring in students user groups to test two applications. The need to track the status of individual projects was noted in the audit. An internal evaluation of the Project Management Office took place; as a result, changes to standardize project tracking materials and processes were implemented. These improvements include changes in the patterns and consistency of communication. Work has begun on development of a project closing process, making them operational.

The procedure to review contractor performance of has been implemented. Each contractor receives a statement of work with a list of tasks and means of measuring them at the end of the contract an evaluation of deliverables takes place.

There are two items on the audit tracking log that list completion dates as to be determined (TBD). The technology unit recognizes the importance of these items; however, additional time will be needed to address resource issues.

### 6. Discuss Future Meetings

Chair Paskach stated the information presented clarifies the need for this committee to meet regularly. Vice Chancellor Huish would like to present some ideas on information sharing that will assist this committee in understanding the scope technology plays within the system.

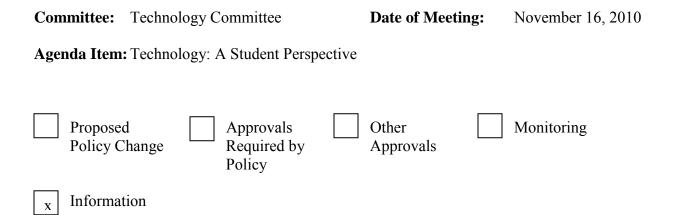
Vice Chancellor Huish reported that the Leadership Council Technology Committee members have discussed and explored the possibility of presenting vignettes to Trustees. These vignettes would cover use of IT from the faculty, student and administrator perspective. This concept was presented to the Chief Information Officers who both support and expressed interest in assisting in presentations. Presenters may include faculty, staff or students and may focus on a particular business practice with a short presentation on the behind the scene technology process. Trustee Dickson expressed support for this idea. A focus on the users in the system would give this committee an interesting idea of the scope of the enterprise and the application of technology within the enterprise. The members of the Technology Committee agreed to this concept.

Chair Paskach expressed interest in a demonstration from students and faculty on the variety of online opportunities. Some of these demonstrations could take place during a full demonstration of Students First. If needed this committee could ask the chair to hold a study session for longer demonstrations.

Chair Paskach adjourned the Board of Technology Committee.

The meeting adjourned at 11:37 a.m. Respectfully submitted, Christine Benner, Recorder

### **Agenda Item Summary Sheet**



### Cite policy requirement, or explain why item is on the Board agenda:

The Technology Committee members agreed in September to hold presentations of vignettes that would cover use of IT from the faculty, student and administrator perspective. will provide trustees with information on technology from a student perspective.

### **Scheduled Presenter**(s):

Darrel Huish, Vice Chancellor – Chief Information Officer Kristine Tournquist, Dean of Learning Resources & Technology Services

### Saint Cloud State University Student Presenters:

Jay Braaten, a senior majoring in Information Systems who chairs SCSU's Student Technology Fee Committee.

Dan Getzke, an undergraduate majoring in Computer Science, who serves as a student supervisor for the campus HelpDesk.

Kristen Olmen, an Information Media masters degree student who works as a graduate assistant for the SCSU's UChoose Program.

Hatim Uddin, an Engineering Management masters degree student from Hyderabad, India.

### **Outline of Key Points/Policy Issues:**

### **Background Information:**

Additional presentations from the faculty, student and administrator perspective will take place at future meetings.

### **INFORMATION ITEM**

Technology: A Student Perspective

### BACKGROUND

St. Cloud State University is pleased to have four students share their perspectives on how they integrate technology in their academic, work, and personal lives. They will comment on how technology services provided by the Office of the Chancellor, like the statewide internet infrastructure, e-Services and D2L (online learning), make a difference in their academic pursuits. The students would be pleased to discuss with the Board members how they use technology to communicate, study and relax.

### Agenda Item Summary Sheet

Com	mittee: Teo	chnology C	ommittee		Date of Meeting	g:	November 16, 2010
Agei	<b>nda Item:</b> Fol	llow-up to (	OLA Evaluation	of the	System Office		
	Proposed Policy Chan	ge	Approvals Required by Policy		Other Approvals		Monitoring
x	Information						

### Cite policy requirement, or explain why item is on the Board agenda:

The Technology Committee will be provided with progress reports on the resolutions of the findings cited by the Legislative Auditor in its February 2010 report, *MnSCU System Office*. The information presented will assist the committee in meeting the second goal to deliver the technology related activities that are in response to OLA audit.

### **Scheduled Presenter(s):**

Darrel Huish, Vice Chancellor – Chief Information Officer Carolyn Parnell, Chief Operations Officer

**Outline of Key Points/Policy Issues:** 

**Background Information:** 

### **INFORMATION ITEM**

### Follow-up to OLA Evaluation of the System Office

### BACKGROUND

In early 2009, the Chair of the Minnesota State Colleges and Universities Board of Trustees and Chancellor McCormick requested the Legislative Audit Commission to authorize an evaluation if the Office of the Chancellor, including an examination of administrative functions. The study was approved with the work undertaken in the fall of 2009 and final report released February 2010. Several recommendations addressed operations within the Finance and Information Technology divisions of the Office of the Chancellor.

### **RECOMMENDATIONS:**

"The system office should improve its selection and implementation of new IT projects by (1) surveying campus users on their needs and the performance of new systems; (2) allotting additional time for user testing and training; (3) improving IT system data dictionaries and user manuals; and (4) closely tracking the status of individual projects to ensure that they are implemented in a timely, cost-effective way." (page 80 of the report)

ITS reports the following progress on the action plan to address these recommendations:

### Action Plan: – Survey campus users on their needs and the performance of new systems

In spring of 2010, a campus communications preference survey was conducted as a first step to determining how best to communicate with campuses regarding any ITS work that affects them. The much preferred method was email and listserves – a method which ITS already uses consistently. We are now in the process of contracting with Mankato State University to reconduct a past survey with the addition of more specific questions regarding campus' satisfaction with ITS services and systems. It is expected that this survey will begin in November.

### Action Plan: - Allot additional time for user testing and training

To address this item, ITS began to rigorously conduct user testing for its Students First projects. An outside contractor (Fredrickson Communications) was hired to find students/users and get their feedback on ISRS changes. We will continue to use this contractor for ongoing Students First deliverables. Taking it a step further, we have now hired a usability architect who will work directly with our system architects, business analysts and developers to ensure optimum usability of all student and staff related applications going forward.

### Action Plan: – Improve IT system data dictionaries and user manuals

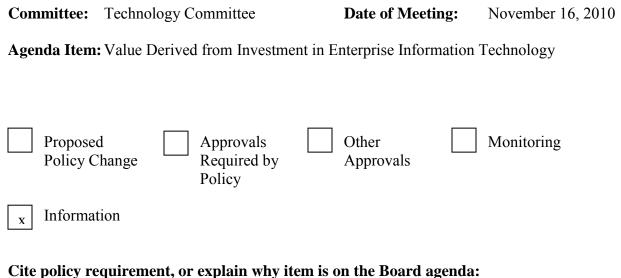
A SharePoint Reporting and Data Services link within the Minnesota State Colleges and

Universities SharePoint Portal Server has been created as a central repository for documentation of our production data marts, enterprise products, processes and procedures. We are now able to dynamically generate data, table and column information on all data objects. We have provided search capabilities to further drill into metadata; we can graphically present performance and usage information concerning ISRS production databases. We now offer this data via ITS websites, reports & graphs from dashboard command consoles.

## Action Plan: – Closely track the status of individual projects, specify project deliverables more clearly in contracts and implement a contractor performance review process

In October of 2009, ITS began a re-engineering of its Project Management Office (PMO) processes and procedures. Many of these changes were designed to align with PMO industry best practices, but we also took into account the recommendations from the OLA audit. As a result, we have a much more open and better-managed project process and not only are projects closely tracked, the status of each project is widely communicated in meetings, web sites and communication plans. Each project that requires any contract or staff augmentation now has a Statement of Work prepared prior to the onset of work that is signed by the contractor and by ITS. This statement of work defines the expected time frame and deliverables of each contract/contractor and is closely tracked throughout the length of the project. At the completion of the contract, an evaluation and performance review of the contractor and the work delivered is conducted and signed off on by all parties.

### Agenda Item Summary Sheet



## Chair Paskach requested information on the value derived from the investment in enterprise information technology. This information will assist the Board of Trustees Technology Committee in preparing a response to the Legislature.

### **Scheduled Presenter(s):**

Darrel Huish, Vice Chancellor – Chief Information Officer Carolyn Parnell, Chief Operations Officer

**Outline of Key Points/Policy Issues:** 

**Background Information:** 

### **INFORMATION ITEM**

### Value Derived from investment in Enterprise Information Technology

### BACKGROUND

Chief Operations Officer Carolyn Parnell will provide a first look at the metrics that can be used for a discussion of the value derived from the systems investment in Enterprise Information Technology. The committee members will be asked to share their perspectives about which metrics are most effective in highlighting the value of IT. The future goal is to develop a short narrative that tells our story.

2009 ITS BUDGET		
Services	<b>Total Expenses</b>	% of Total
Operational Metrics/Services:		
Academic Commiting/Services	R.xnenses	% of Rudget
many and Berry Average Average	\$16,566,000	40.2%
ISRS		
Produces payroll for 22,000 student employees		
Manages setup and registration for 3 million courses		
Processes hundreds of millions of dollars in student tuition and fees		
Distributes \$941.6 million in financial aid		
Serves up 2 million web application pages per day		
Manages all grading for students and faculty		
D2L or Learning Management System		
Managed average of 1.4 million hits per hour and 27.3 million hits per day in September		
Holds 24,000 course 'shells' (29% of all courses)		
Manages hundreds of classroom/Learning Management System transactions per second		
Manages hundreds of financial/registration transactions per second		
Manages billions of rows of student data		
Manages tens of millions of classroom related files/content		
Availability better than 99.99%		
Hosting of 20+ applications directly used by campuses		
Hosting of electronic portfolios for thousands of students		
Hosting of electronic portfolios for tens of thousands of MN citizens		

Value Derived from Investment in Enterprise Technology

Administrative Computing/Services	Expenses	% of Budget
	\$22,872,000	55.5%
ISRS		
Manages 50,000 simultaneous queries per second		
Process more than 100,000 transactions per hour		
Manages a database of information on more than 6 million unique persons		
Processes 27 million financial transactions per year		
Manages HR/Payroll for 45,000 employees		
Runs more than 1000 user-defined jobs each night		
Processes \$169 million in credit card payments per year		
Produces 12,000 reports for ISRS users per day (work hrs)		
Produces 250,000 report and batch jobs each month		
Accounts for \$28.5 billion of financial activity per year		
Produces electronic transcripts on demand		
Provides data warehousing and reporting services for all campus staff		
Manages Web Sites for all Office of the Chancellor units		
Provides Local Area Network and desktop services to all OCC staff		

# Value Derived from Investment in Enterprise Technology

Infrastructure (Networks/Data Center/Servers)	Expenses	% of Budget
	\$12,039,000	29.2%
Design/build/host/support 24x7 high availability and Business Continuity protected enterprise systems		
Provide logging of up to 1 billion network and system events per day		
Design, upgrade and manage statewide telecommunications backbone connectivity		
Provide Internet access and firewalling for 50,000 campus desktops		
Manage 500+ network devices deployed statewide		
Manage 200 servers directly and indirectly providing service to campuses		
Provide network support for hundreds of classroom video end points		
Route 2Gbps to/from Internet (200 million characters of text per second)		
Provide statewide converged voice/video/data services to campuses		
Design/build/host/support workgroup application for OOC divisions		
Provide network design and architecture consulting to campus staff		
Security	\$1,482,000	3.6%
Design and delivery of comprehensive security program and support to campuses		
18 Security training courses available online to campus staff		
Manage 500+ campus and system security incidents per year		
Provide security incident monitoring and management for system and 70 sites		
Financial Administrative Services	Expenses	% of Budget
	\$1,040,000	2.5%
Manage approximately \$2.5M of annual system-wide software contracts with savings ranging from 15% to 50% of academic pricing.		
Provide leadership for system IT governance structure		
Provide current/relevant best practice and performance research resources		

# Value Derived from Investment in Enterprise Technology

### Agenda Item Summary Sheet

Committe	e: Technology	Committee	Date of Mee	eting:	November 16, 2010
Agenda It	em: Strategy for	Information Tech	nology Service Deli	very	
Propo Polic	osed y Change	Approvals Required by Policy	Other Approvals		Monitoring
x Infor	mation				

### Cite policy requirement, or explain why item is on the Board agenda:

The Technology Committee members requested that Vice Chancellor Darrel Huish present information on the strategy Information Technology will use to determine service delivery as it applies to goal number three.

### **Scheduled Presenter**(s):

Darrel Huish, Vice Chancellor - Chief Information Officer

**Outline of Key Points/Policy Issues:** 

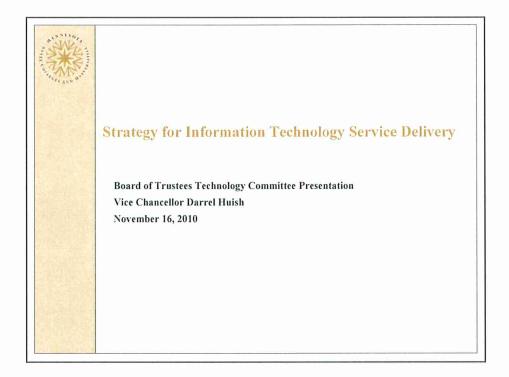
**Background Information:** 

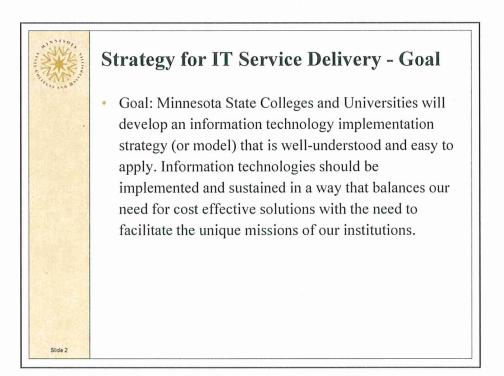
### **INFORMATION ITEM**

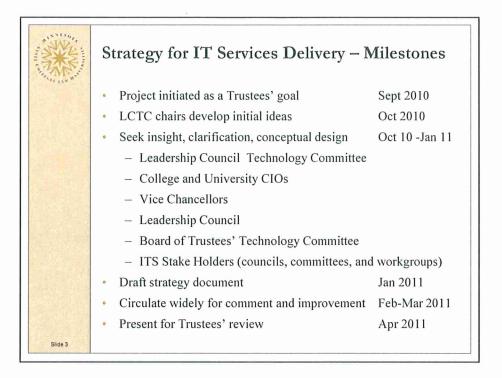
Strategy for Information Technology Service Delivery

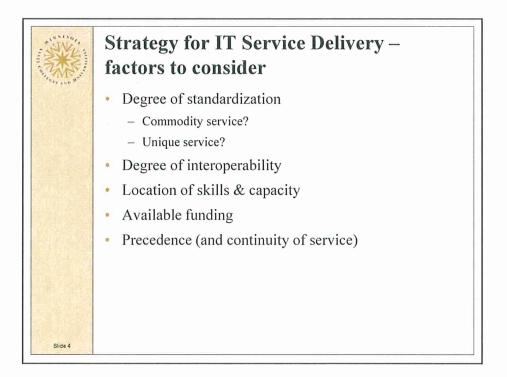
### BACKGROUND

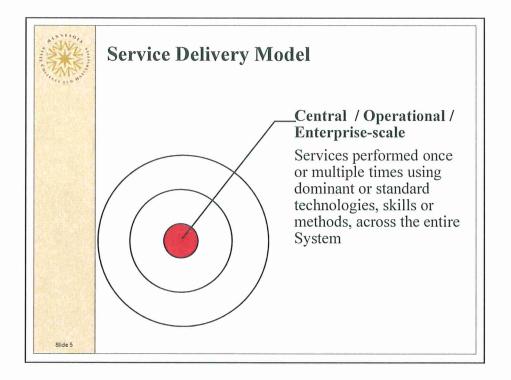
Darrel Huish, Vice Chancellor for Technology will present information on the emerging strategy Information Technology plans to use to determine service delivery. This presentation is a "work in progress" to create systemwide conversations in months to come.

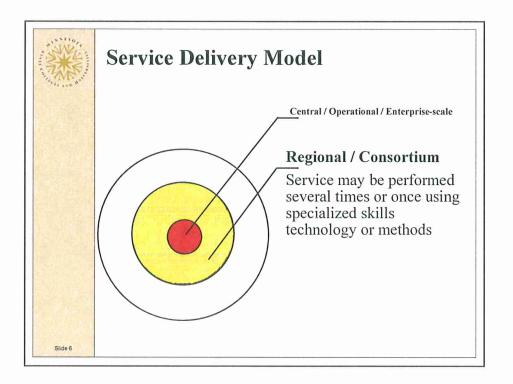


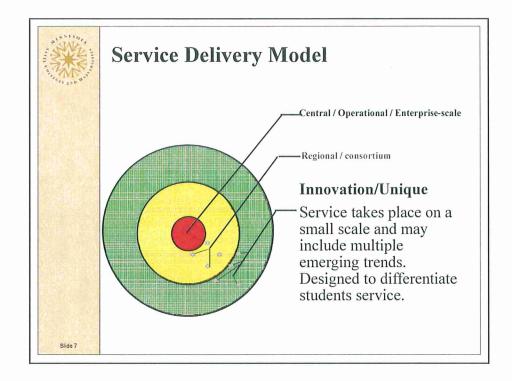


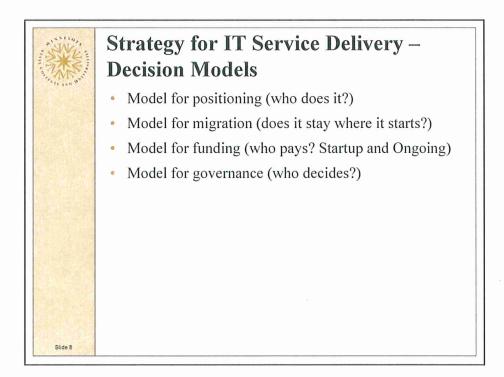












### Agenda Item Summary Sheet

Com	mittee: Techno	ology Committee	Date of Meetin	<b>ng:</b> November 16, 2010
Agen	da Item: Student	ts First Report		
	Proposed Policy Change	Approvals Required by Policy	Other Approvals	Monitoring
x	Information			

### Cite policy requirement, or explain why item is on the Board agenda:

Chair Paskach requested that the Technology Committee monitor progress on the Student First initiative.

### **Scheduled Presenter(s):**

Jonathan Eichten, Students First Director Darrel Huish, Vice Chancellor and Chief Information Officer

### **Outline of Key Points/Policy Issues:**

### **Background Information:**

Students First embodies projects in several key areas of student services, including application, registration, billing, payment, academic planning, and shared services.

### **INFORMATION ITEM**

### STUDENTS FIRST REPORT

### BACKGROUND

Jonathan Eichten, Director of Students First, will present a report on Students First projects. Full project detail may be found on the Students First website: http://www.studentsfirst.project.mnscu.edu .

Goal/Deliverables	Progress	Population	Available
Single Search	)	4	
Web tool to search for offerings systemwide	15%	student/parent prospects	June, 2011
Search services available for use on campus web sites	0%0	student/parent prospects	June, 2011
Single Application			
E-Transcripts for transfer students	100%	transfer students	November, 2009
Student initiated duplicate records merge	100%	admitted students	April, 2010
Communications module	%06	prospect-current students	November, 2010
Email and text messaging with applicants	20%	prospect-current students	February, 2011
Improve login process for online applications	55%	student applicants	June, 2011
Web single application for multiple institutions	25%	student applicants	June, 2011
Graduation Planner			
Implement tool that assists students to plan	25%	current students	May, 2011
Single Registration			
Waitlist with email communication	100%	students in full courses	February, 2010
Improve searches for courses shared by institutions	100%	shared program students	February, 2010
Search for equivalent courses at other institutions	95%	full course/time conflict	November, 2010
Waitlist communication enhanced text messaging	10%	students in full courses	February, 2011
Real-time web grading	75%	all students	February, 2011
Improve registration for courses at multiple institutions	30%	all students	June, 2011
Single Bill/ Single Pay			
Stronger passwords to better protect student data	100%	all students	November, 2009
Process multi-institution billing with a single transaction	80%	all students	**
Provide web access to 1098T and W-2 tax documents	10%	all students	June, 2011
Shared Services			
Student initiated duplicate records merge	100%	all students	April, 2010
Automate student loan approval and certification	10%	loan applicants	April, 2011
24		indicates deliverable is complete.	
Please note that this is a high level summary of Students First deliverables. Full detail may be found on the Students First website	ables. Full detail	may be found on the Students Fi	rst website.
www.studentsfirst.project.mnscu.edu	Jon Eichten emai	Jon Eichten email: jonathan.eichten@so.mnscu.edu	651-201-1655
**delayed due to Statewide Integrated Financial Tools (SWIFT)			