



TECHNOLOGY COMMITTEE
APRIL 19, 2011
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 March 16, 2011 (pp. 1-5)**
- (2) Information Technology Update
- (3) Students First Report (pp. 6-7)
- (4) Service Delivery Strategy (pp.8-22)

Members

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
March 16, 2011**

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

Technology Committee Members Absent: Trustee Philip Krinkie

Other Board Members Present: *Scott Thiss, Board Chair, Chancellor James McCormick, Trustees Alfredo Oliveira, Duane Benson and Thomas Renier*

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 March 16, 2011, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair Paskach called the meeting to order at 9:02 a.m.

1. Minutes of January 18, 20, 2011 Technology Committee

The minutes of January 18, 2011 were approved as written.

2. Information Technology Update

Vice Chancellor Huish reported that the service delivery team conducts meetings with campus Integrated Statewide Records System (ISRS) representatives. The purpose of these visits is to listen to the users experiences with the current system, hear their suggestions and answer any questions they may have. Recently the team visited campuses in Moorhead and was gratified to see how motivated the campus academic and service delivery staff is to find constructive solutions.

Vice Chancellor Huish provided an update on the reorganization of Information Technology Services (ITS). Constituent listening sessions have been held to gather information on the different scenarios for reorganization. The process of gathering information is almost complete. A revised organization structure and recruitment plan should be finished in a few weeks.

Collaborative groups have been working on the Service Delivery Strategy. These groups include the Leadership Council Technology Committee and a Chief Information Officer (CIO) workgroup. The Service Delivery document will be used to determine how Information Technology services can be placed within the organization.

Trustee Van Houten inquired how the Campus Service Cooperative fits within Information Technology planning? Vice Chancellor Huish responded that without a high degree of integrated systems that cross our various institutions, the system would not be able to offer the same range of cooperative services. The system has a design construct that changing technology is secondary. This lets the focus be on changing business processes, which is a large part of any service innovation. Following this, changes can take place to the integrated services that support the business processes. The foundation has been laid and the system is reaping some of the benefits of integrated systems. Information Technology will continue to enhance technology to support the Campus Service Cooperative.

Trustee Van Houten inquired if there are projects that would benefit the campuses as the campuses cannot possibly have all the resources needed. Vice Chancellor Huish agreed and said it is a matter of sequencing. In the development of the Service Delivery Strategy, we are identifying to what degree emerging technology has converged and can or should be delivered centrally or by a consortia. President Ramaley indicated that there is another example that is critical from a campus point of view. People are working cooperatively to solve problems or looking to another campus to share information on how it solved issues. The experience of the Campus Service Cooperative will provide valuable insight in deciding where a service should be placed in the delivery model.

Trustee Van Houten responded that the Campus Service Cooperative is one of the most exciting things to happen, particularly with the budget constraints ahead. To see how technology and users are working together is impressive. Chair Paskach agreed noting that it just demonstrates how critical the development of a clear strategy for information technology service delivery will be.

3. Students First Report

Vice Chancellor Huish stated that there would be more detail in the Students First status report. About midway through the report, the trustees will see that there has been a timeline delay in the Graduation Planner project. This delay has prompted questions about quality and timing of project communication. In an attempt to summarize communication, there was room for interpretation and accuracy was sometimes lost or diminished. This report will include more detail than past presentations which is an indicator of the level of confidence there is in meeting goal and notes of interest.

Vice Chancellor Huish introduced Jonathan Eichten, Director of Students First. Jonathan Eichten stated that the Student First team includes: Associate Vice Chancellor of Technology Joanne Chabot; project owners Associate Vice Chancellor for Student Affairs Mike Lopez, Associate Vice Chancellor; Learning Technology and Programmatic Innovations Manuel Lopez and Steve Hawrysh the project manager for Students First. They were in attendance and available to answer any questions.

Jonathan Eichten presented the Students First report, which provided detailed information on each of the projects. Looking at the Students First matrix (page 2), blue indicates that project technical development is complete including testing and the functionality has been released. This does not include the period of time when students and institutions begin using the functionality. During this implementation period it is likely that performance issues will be identified.

Each project report includes a confidence level. Projects with a low or medium confidence level were a result of a delay in vendor product availability or internal resource allocation constraints related to the Statewide Integrated Financial Tools (SWIFT) project. Technical resources were reallocated in order to comply with the state of Minnesota replacement of the current Minnesota Accounting and Procurement System.

Jonathan Eichten reported that there is a delay in the Graduation Planner project. The current College Source product will not integrate with the Degree Audit Reporting System (DARS) or provide the required functionality. College Source will provide an upgraded version, which will meet the system's requirements.

This issue was identified due to the partnership with pilot institutions: Minnesota State University, Mankato; Minneapolis Community and Technical College; and North Hennepin Community College. They deserve praise for their cooperation and collaboration on this project.

Vice Chancellor Huish reported that the Chief Executive Officer of College Source is aware of the importance of the upgraded product. College Source views Minnesota State Colleges and Universities as a key strategic partner. The vendor knows that being able to meet the system's complex technology needs and fulfill the ambitious vision of students being able to cross institutions to plan a path would be an important accomplishment. College Source has provided assurance that the updated product will be available by the June 30 deadline.

Manual Lopez, the Graduation Planner project owner, provided support for the delay. This delay is partially a technology/vendor issue and partially a sign of the complexity of the system. The system offers everything from certificates and diplomas to doctorates, creating some interesting nuances. The project team has been working closely with pilot institutions. During a recent visit with Minnesota State University, Mankato, the project team realized that in addition to the technology piece, a look at the academic and program practices would need to be completed. The roadmaps or degree requirement plans need to be tested. Issues that will require attention include how to deal with different paths to a degree, training for advisors, issues with the frequency of course offerings and how to handle prerequisites. The project owners will continue to address these issues and work with the institutions.

Chair Paskach stated that this reassessment and acknowledgment of the need to take more time to address these issues is commendable. It is important to have deadlines and to meet goals but one should not be a prisoner to them. With the complexity of this project, it is more important to develop a great product. It will likely prove to be more valuable than anticipated. This project warrants more time and attention to do it right.

Chancellor McCormick expressed disappointment in the delay and inquired if this project would be complete by fall. The presidents should be commended for their support in the decision to delay Graduation planner. Vice Chancellor Huish responded that until the software is delivered one could not give assurance that this will be done by fall. President Ramaley responded that the presidents are in support of this delay.

Chancellor McCormick expressed appreciation for the communication on this delay. It is clear that this project is challenging and the system will stretch hard to meet a goal to be the first in the country to provide a tool that integrates Graduation Planner.

Trustee Englund stated that Students First and shared services are initiatives or flagship models of why we are system. It is so exciting. Great work is being done and when this is ready, it can be released. A marketing plan needs to be developed to coincide with this release. Trustee Van Houten agreed that Students First will offer public relation opportunities. The campuses will see benefits from this system funded initiative and they will have more money and resources to devote to students.

Trustee Dickson inquired if Students First was a trademark term; is this the system's idea? Vice Chancellor Huish stated that this is not a trademarked term but it is a groundbreaking project and a unique contribution to higher education. It is an outgrowth of how the system is organized; as such, it is not so much a technological victory but an organizational victory. Vice Chancellor Huish applauded the decision to avoid a hundred million dollar enterprise resource planning project but instead to make foundational changes. The system is building on investments it already made. Many other institutions our size and complexity made a decision years ago to replace their administrative systems and then start on integrating services. Instead, the system made a decision to build upon its existing technology systems. This decision is not without risk or tradeoffs. The money and time that the system has saved will allow it to make these changes in student services sooner.

Trustee Dickson expressed pride in being associated with the people within this system. It is quite wonderful. Students First is one more reason to be proud of the Minnesota State Colleges and Universities system.

4. Information Security Program Review

Vice Chancellor Huish introduced Bev Schuft, Director of Information Security, who provided an Information Security Program Review.

Bev Schuft presented information on the security issues addressed by the Enterprise Information Security Program. The security unit has addressed these issues by developing seventeen security-training courses for campus technical staff and established security and privacy policy for information resources. A working group was created to develop standards. This group has created nine guidelines which are being implemented across the system. A few of the projects that the Enterprise Information Security unit is working on include: vulnerability management; patch management; web application security and risk assessment.

Trustee Dickson suggested that this information be shared with the student and faculty groups, as it may create an awareness of security issues.

Trustee Van Houten inquired where Information Technology stands in terms of the overall budget? Vice Chancellor Huish responded that Students First is on Budget and, with the noted exceptions on time. In terms of security, we deliver a vital service for a small investment to our campuses. There is concern about how to continue to stretch our resources across all the areas that need attention.

Chair Paskach adjourned the Technology Committee meeting at 10:33 a.m.

Respectfully submitted,
Christine Benner, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Technology Committee

Date of Meeting: April 19, 2011

Agenda Item: Students First Report

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

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

The second goal implemented by the Technology Committee is that the Trustees will monitor progress on the Student First initiative.

Scheduled Presenter(s):

Jon Eichten, Students First Director
Shannah Moore-Mulvihill, Director of University and System Relations
Minnesota State University Student Association
Jessica Medearis, Associate Director
Minnesota State College Student Association

Outline of Key Points/Policy Issues:

Background Information:

The Minnesota State Student Association and the Minnesota State College Student Association are pleased to share their perspectives on the Students First student loan automated acceptance project. In recent years, as students have assumed a greater percentage of total educational costs, one clear result is that student loan borrowing has increased. At the same time, staffing in financial aid offices has either remained level or been reduced. The result of these two dynamics has been a backlog of Federal Direct Student Loan applications on many campuses. This project will provide much needed relief for both the students waiting for help with living expenses and the financial aid offices that provide these services.

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

INFORMATION ITEM
Technology: Students First Report

BACKGROUND

The Minnesota State Student Association and the Minnesota State College Student Association are pleased to share their perspectives on the Students First student loan automated acceptance project. In recent years, as students have assumed a greater percentage of total educational costs, one clear result is that student loan borrowing has increased. At the same time, staffing in financial aid offices has either remained level or been reduced. The result of these two dynamics has been a backlog of Federal Direct Student Loan applications on many campuses. This project will provide much needed relief for both the students waiting for help with living expenses and the financial aid offices that provide these services.

Full project detail may be found on the Students First website:
<http://www.studentsfirst.project.mnscu.edu> .

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Technology Committee

Date of Meeting: April 19, 2011

Agenda Item: Service Delivery Strategy

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

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

One of three goals adopted by the Board of Trustees Technology Committee is that the Trustees will sponsor the development of a strategy for delivery of technology services so that these services can be provided efficiently while also sustaining an institution's ability to innovate and differentiate student and community services. The will be a presentation of draft Service Delivery Strategy and an opportunity to obtain feedback from the Trustees.

Scheduled Presenter(s):

Darrel Huish, Vice Chancellor and Chief Information Officer
Ken Ries, Chief Information Officer, Pine Technical College
Chris McCoy, Chief Information Officer, Metropolitan State University

Outline of Key Points/Policy Issues:

Background Information:

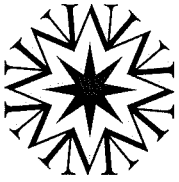
Vice Chancellor Huish has worked collaboratively with the Leadership Council Technology Committee and a Chief Information Officer Workgroup to develop the Information Service Delivery Strategy. Other individuals and groups have been consulted to provide perspective and valuable input in the development of this strategy. Vice Chancellor Huish will present the draft document.

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

INFORMATION ITEM
Service Delivery Strategy

BACKGROUND

Vice Chancellor Huish has worked collaboratively with the Leadership Council Technology Committee and a Chief Information Officer Workgroup to develop the Information Service Delivery Strategy. Other individuals and groups have been consulted to provide perspective and valuable input in the development of this strategy. Vice Chancellor Huish will present the draft document.



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Service Delivery Strategy The CIO's Perspective

The Minnesota State Colleges and Universities system is in many ways a young and evolving organization. The breadth of our involvement in the State, as well as the variety of the respective missions of our institutions, makes for exciting challenges in the application of information technology. Because of our relative youth, many areas of information technology are being done from a historical perspective.

However as we look to the future, it is expected that the Minnesota State Colleges and Universities system will continue to experience strong fiscal pressures in the form of increased overall enrollment coupled with flat or declining levels of public support as well as stable rates of tuition. As a result, the Division of Information Technology Services (ITS) could reasonably expect to face no-growth or declining budgets for the next several years. It is therefore envisioned that ITS will focus increasingly on a portfolio of core enterprise (mission-critical) IT services. These services will receive a high-priority commitment to sustaining high availability and high reliability.

In addition to this, we know that higher education must continue to change to be responsive to the educational needs of the country. Minnesota State Colleges and Universities has a large responsibility and opportunity to serve the people of Minnesota. Information Technology will be an integral part of the changing approach to meeting this critical need.

In this situation, ITS acting alone will not be the primary source for IT service innovation. To a large degree, innovation will take place on our campuses. The overarching intent of this service delivery strategy is to be explicit about what will be done once for the entire system and what other services will be done multiple times by consortia or individual institutions. While there is much to be gained from the Service Delivery Strategy document in its current form, it is not the end of the process but the beginning. It is very important to recognize our shared governance structures will be used to create an intentional and collaborative process to further develop and implement this strategy.

Sincerely,

Darrel Huish
Vice Chancellor Information Technology Services

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Service Delivery Strategy

Information Technology

Date: April 6, 2011



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Service Delivery Strategy Document

Context and Introduction

This strategy is intended to describe our rationale for delivering IT services either centrally, regionally, or at an individual campus. The overall long-term aim of the strategy is to create a well-understood rationale and method for locating and funding IT services. This strategy is being developed in response to a goal established by the Technology Committee of the Board of Trustees for the Minnesota State Colleges and Universities. The goal is: “The committee will sponsor the development of a strategy for delivery of technology services so that these services can be provided efficiently while also sustaining an institution's ability to innovate and differentiate student and community services.”

This strategy is intended to specify an end-state that will take from 3 to 5 years to achieve. The strategy development process is being led by the Vice Chancellor of Information Technology Services in collaboration with the Leadership Council’s Technology Committee.

This strategy is intended to align specifically with MnSCU 2011 – 2014 Strategic Direction and Goals. The execution and anticipated contribution outcomes for this strategy are specified in Appendix A.

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Strategic Vision:

Minnesota State Colleges and Universities will be intentional as we position IT services to contribute to our strategic goals. This means that a finite set of specific IT services will be provided system-wide by a central service provider for the common good of all. Three current examples are the data communications network, the Instruction Management System (D2L), and the enterprise system of record for student and financial data (ISRS). It is expected that all campuses will utilize these centrally provided services and will not establish alternative local methods of providing them.

At the same time, we will be intentional in identifying IT services that campuses will deploy and support using their own unique methods and resources. Some current examples are business workflow automation, institutional and student E-mail, institutional web presence, printing services, and desktop computer workstations.

At any given time, there will be IT services that are at various stages of a bi-directional lifecycle of discussion, experimentation, local (pilot) implementation, service standardization & consolidation, system-wide centralized implementation, and ongoing operation. We will have processes in place so that when IT services move from one stage to another governance and funding models change as well.

Assumptions:

- Enabling student success and supporting the teaching/learning process is the primary reason for having IT services
- Campus service differentiation comes fundamentally from business process change not from deploying unique-to-campus technology solutions
- Effective strategic planning is not an episode; it is an iterative process
- It is important to balance operational efficiency with fostering collaboration and innovation
- Enterprise decisions should be based, as much as practical, on the enterprise data contained in our systems of record
- Different institutions have different breadth and depth of technical expertise
- Experiments and pilots with new or emerging IT services should be intentional; communicated broadly throughout the system; with a defined beginning and end; and possessing predetermined success criteria
- Many levels of governance must be taken into account in making decisions with system-wide implications. Existing governance structures will be used to support the decision-making process

Strategies:

- The various IT service providers among Minnesota State Colleges and Universities will move from a loose affiliation of autonomous activities to a planned, coordinated effort
- Simple, standard and reliable IT services will increase system-wide quality of service and promote cost efficiency
- System-wide services will be standardized wherever possible. Unique or non-standard technology will be deployed only as an intentional exception to this default mode

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The Current Situation

- The service inventory is not complete or published
- There is, on occasion, a lack of trust among campus CIOs regarding Office of the Chancellor completing timely delivery of centralized services
- There can be tension or confusion concerning which services will be offered and what the process is for engaging with others that are providing similar services
- Campuses struggle to align with informal or undocumented “standards”
- The ITS division in Office of the Chancellor can be slow to respond with emerging technologies creating pressure on Colleges and Universities to seek autonomous solutions
- It is unclear whether “cost savings” is a sufficient reason to position services centrally
- It is unclear if it is acceptable for an institution to opt-out of a centralized service
- The average budget for central computing in our two-year institutions is \$1,198,531. The national average for like institutions is \$5,678,889. The average budget for central computing in our four-year institutions is \$7,040,000. The national average for like institutions is \$18,978,369. This data indicates that centralized IT services are saving more than 100 million dollars a year for our system. (Data source: 2009 Campus Computing Project National Survey of Computing and Information Technology in America Higher Education)
- Sometimes pilot projects are launched without a process or framework to evaluate, discontinue or expand the service. This increases complexity and reduces agility for the system as a whole
- There is a lack of governance for converting pilots to system-wide services
- This is no roadmap or framework for sharing single campus technology initiatives horizontally across the system
- Staffing levels and responsibilities are not consistent from campus to campus
- Many campus CIOs use valid (but individualized) rules-of-thumb such as “if it is academic technology and not D2L support it at the campus level, if it is an administrative technology, look at what is offered at the system level, if not offered, the campus can/should do it. Finally, if my local organization can provide a service to others that can be distributed at a lower cost, provide that service.”
- Regional consortia and other ad hoc collaborative efforts are operating with success
- The shared services model, as is being formed with the Campus Service Cooperative shows promise and is gaining acceptance throughout the system

Objectives: What we will do over the next 3 years.

To accomplish the vision, the following would have to take place:

- Create a comprehensive Strategic Plan for IT within and throughout the Minnesota State Colleges and Universities System; this plan will be aligned with the Board of Trustees System Strategic Plan as well as the institutional strategic plans
- Develop an ongoing process to update the IT Strategic Plan
- Create an understanding of what needs to be uniform across the system (e.g. transactional systems that automate common processes or common reporting requirements)
- Define the systems and services to be delivered centrally for the common good

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- Develop a service catalog that includes pertinent data on enterprise services, services shared between institutions and individual campus services
- Create an environment that encourages everyone to participate in seeking new IT services or policies to support current and emerging business strategies
- Develop a services lifecycle that includes a process to fund and implement new services, a process for identifying and migrating technologies from campus-wide scope to enterprise-wide, and a process for discontinuing support for antiquated services

As a result:

- Enterprise-wide services will be mapped to the business processes or strategies they support
- All IT service providers will be operating from a documented and well-understood roadmap of experimental, emerging, established, and obsolete information technologies
- Stakeholders will receive value because IT services are planned, focused, aligned, and cost effective

Priorities for Change (action plan)

- Produce a project plan to identify scope, resources, and timeline
- Produce up-to-date inventory of services
 - Office of the Chancellor (system-wide enterprise infrastructure and applications)
 - Consortia/collaborations
 - Campuses
- Identify candidate services to become enterprise-wide services to avoid confusion and create cost efficiencies
- Identify 2 or 3 styles of service positioning
- Establish an ongoing process for reviewing service positioning
- Publish Enterprise Architecture roadmap
- Identify gaps or misalignments in service delivery, resources and funding
- Prioritize projects to address gaps
- Agree on overall financial plan and incremental finance rules
- Identify decisions to be made and process/responsibility to decide and act
- Plan and execute an effective change management process including executive level support

Draft: April 6, 2011

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Appendix A: Execution and Anticipated Contribution Outcomes

Strategic Direction 1: Increase access, opportunity and success.

By planning and execution of aligned actions, IT services selection and placement will contribute by:

- a) Reducing unnecessary duplication of service expenditure through tiers of services that optimize the effectiveness of value delivery while minimizing expenditures (goal 1.3)
- b) Minimize the use of personnel resources to accomplish similar outcomes while providing sufficient cross system depth of resources and experience (via selective standardization and training) to minimize operational risks (goal 1.3)
- c) Position services and system to best facilitate the focus on student graduation or transfer (goal 1.4).

Strategic Direction 2: Achieve high-quality learning through a commitment to academic excellence and accountability.

By:

- a) Measuring delivery value success will be based on a criterion that includes the locating and funding of IT services in signal or multiple efficient and effective delivery options that best deliver value for education programs and student services. The selection of which optimize the overall system delivery value while supporting initiatives and flexibility needed to achieve regional or local educational objectives (goal 2.3).
- b) Using approaches that build and sustain capacity in technical talent that bring and maintain service knowledge currency, professional skills and cultural competency to facilitate the overall delivery to student's educational outcomes (goal 2.4)

Strategic Direction 3: Provide learning opportunities, programs and services to enhance the global economic competitiveness of the state, its region and its people.

By:

- a) Locating and funding IT services that facilitate workforce education and training that are recognized (as measured externally) as leading in the higher education field on delivery outcomes (goal 3.1).
- b) Creating assets that support regional viability objectives where justified (goal 3.2).
- c) Selection of appropriate ties of services and funding models that optimize individual institutions ability related to overall expenditures that allow attention to developing other capacities of value to their region and interest in meeting employees needs (goal 3.3).

Strategic Direction 4: Innovate to meet current and future educational needs.

By aligning leadership activity for academic and operational outcome effectiveness via IT services locations and funding:

- a) Deliver on needs today while being future-focused (goal 4.1),
- b) Fully utilize talent and sharing of personnel resources to have an aligned approach to addressing system, regional and local challenges (goal 4.2)
- c) Develop accountability methods to optimize system positions and personnel resources to focus on outcome efforts that leverage the combined benefits of balancing innovation and stability.

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- d) Routinely examine and improve structures, technologies, policies and processes to support strategic system outcomes (goal 4.4)

Strategic Direction 5: Sustain financial viability during changing economic and market conditions.

Through:

- a) Fiscal stewardship and prioritization of core mission priorities. Identify centralized, regional, campus or outsourced approaches where expenditures deliver high value outcomes (goal 5.1)
- b) Rigorous reduction of unnecessary expenditure (goal 5.2)
- c) Develop and leverage alternative relevant funding sources to supplant revenues from state appropriations, tuition and student fees (goal 5.3)
- d) Partner whenever possible with other institutions, including the University of Minnesota, to share resources, services and purchasing processes.

Appendix B: Placement of Responsibility

This is a representative but incomplete list of services as of April 6, 2011.

Category/Component	System	Placement of Responsibility Consortium	Institution	Program	Convergence	Investment	Current Technologies
Enterprise Resource Planning							
Course Management	●	●	●	●	●	●	ISRS
Degree Audit	●	●	●	●	●	●	Degree Audit Reporting System
Finance	●	●	●	●	●	●	SWIFT
Human Resources	●	●	●	●	●	●	SCUPPS
Student Information	●	●	●	●	●	●	ISRS
Learning Management							
Learning Management System	●	●	●	●	●	●	Desire 2 Learn
Streaming Media	●	●	●	●	●	●	Media Mill, "U of M partnership"
Email Solutions							
Student Email	●	●	●	●	●	●	Live@EDU, Gmail,
Faculty & Staff Email	●	●	●	●	●	●	GroupWise, Exchange, Live@EDU, Gmail
Web Services							
Public	●	●	●	●	○	●	Various
Private	●	●	●	●	●	●	SharePoint, etc.
Application	●	●	●	●	●	●	Various
Identity Management							
System Identity	●	●	●	●	●	●	StarID
Local Identity	●	●	●	●	●	●	Active Directory
Applications							
Resource Scheduling	●	●	●	●	●	●	Resource 25
Document Management	●	●	●	●	●	●	ImageNow, Knowledge Lake
Enrolment Management	●	●	●	●	●	●	Hobsons
Procurement							
Commodity Hardware	●	●	●	●	●	●	Dell, Hewlett Packard, Lenovo, etc.
MCA	●	●	●	●	●	●	
Software	●	●	●	●	●	●	
Supplies	●	●	●	●	●	●	
Communications							
Wide Area Network	●	●	●	●	●	●	
Local Area Network	●	●	●	●	●	●	
Core Network Services	●	●	●	●	●	●	
Telephony Services Support	●	●	●	●	●	●	
Broadcast Technical and Engineering Services Support	●	●	●	●	●	●	
Digital Signage	●	●	●	●	●	●	DHCP / DNS / WINS

Appendix B: Placement of Responsibility Continued

This is a representative but incomplete list of services as of April 6, 2011.

Category/Component	System	Consortium	Institution	Program	Convergence	Investment	Current Technologies
Security							
Security Cameras, Door Access, and Systems	●	●	●	●	●	■	
Network, Server, and Desktop Security	●	●	●	●	●	■	
Payment Card Industry	●	●	●	●	●	■	
End-user Support							
Help Desk	●	●	●	●	●	■	
Workstations for Staff	●	●	●	●	●	■	
Administrative Application Support	●	●	●	●	●	■	
Forms and Software Development	●	●	●	●	●	■	
Hardware Repair Center	●	●	●	●	●	■	Raiser's Edge, Knowledge Lake etc.
Instructional Technology and Support							
Classroom Technology	●	●	●	●	●	■	
Instructional Design Support	●	●	●	●	●	■	
Technology Training and Professional Development	●	●	●	●	●	■	
Acronyms							
Key	DHCP- Dynamic Host Configuration Protocol DNS- Domain Name System ISRS- Integrated Statewide Records System SCUPPS- State College & University Personnel Payroll System SWIFT- Statewide Integrated Financial Tools WINS- Windows Internet Name Service						
Inappropriate/not applicable	●						
Fringe, experimental/localized/pilot/high risk/no guarantee of availability/inadvisable	●						
Secondary, developmental/limited/distributed/exploratory/under consideration/low risk/moderate availability	●						
Primary, production/mainstream/enterprise/preferred/adopted/low risk/high availability/funding priority	●						
High convergence	●						
Moderately high convergence	●						
Moderate convergence	●						
Low convergence	●						
No convergence	○						
High investment	■						
Moderately high investment	■						
Moderate investment	■						
Low investment	■						
No investment	■						

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Appendix C: References

- *For interesting and elegant technology principles, see Brown University IT Strategic Plan pp. 9-11 http://www.brown.edu/cis/about/itsp_v2.pdf*
- *For discussion of interplay between centralized services providers and campus service providers see Washington State Community and Technical Colleges' Strategic Technology Plan p. 15 http://www.sbctc.ctc.edu/docs/strategicplan/strategic_technology_plan.pdf*
- *For an example of a plan with specific delineation of campus and centralized service provider roles see http://www.vccs.edu/Portals/0/ContentAreas/ITS/VCCS_ITStrategicPlan.pdf*
- *Also of interest is http://cs.uwsa.edu/documents/CommonSystemsRoadmapVI_2.pdf*
- *For information about the Campus Computing Project see <http://www.campuscomputing.net/2009-campus-computing-survey>*
- *For detailed report of ITS 2011 Customer Satisfaction Survey see http://www.its.mnscu.edu/documents/Final_Draft_MnSCU_ITS_Survey_v4.pdf*

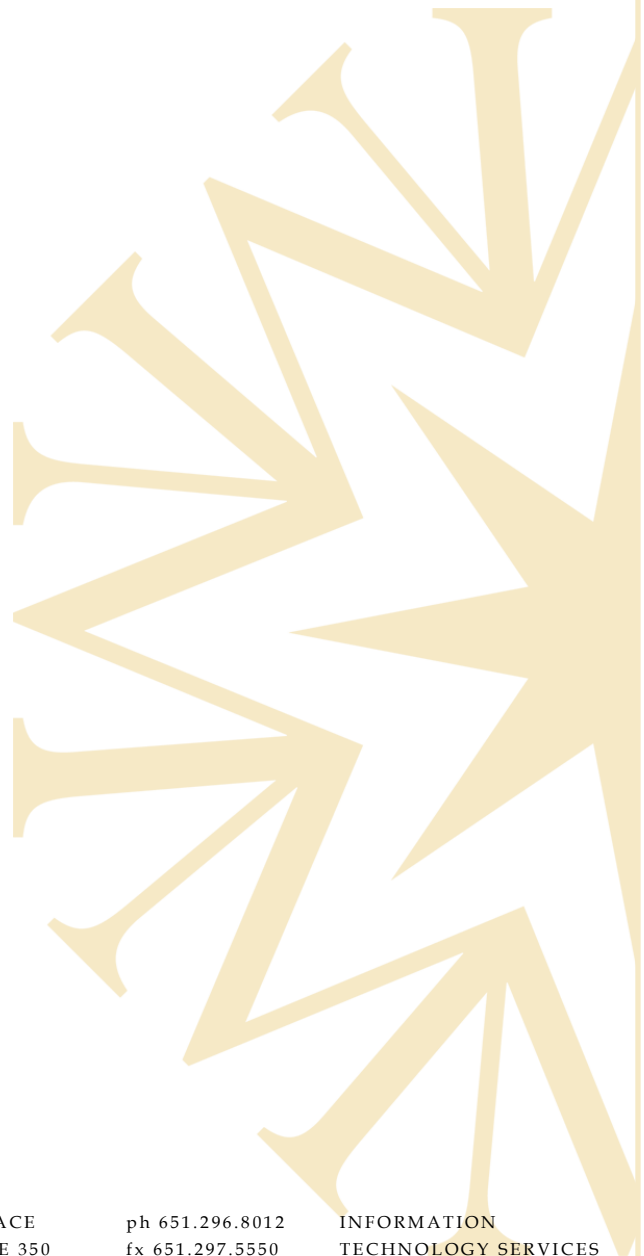


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