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New Mexico State

Information Technology
Transformation



Presented by



SYSTEM INTEGRATION THAT POWERS YOUR ORGANIZATION

Table of Contents

- Table of Contents..... 1
- Introduction 2
- Executive Summary..... 2
- Recommendations..... 2
 - IT Governance 2
 - CIO Report to the Chancellor 3
 - Centralize IT 3
 - ICT Organization..... 4
- IT Recommended Structure..... 4
- Recommended Approaches to Implementation 8
- Functional Responsibilities of Management Leads 9
 - Manager for Student BANNER Systems: 9
 - Manager for Finance & Human Resources BANNER Systems: 9
 - Manager for BANNER General & Mobile Apps: 9
 - Manager for Reporting Tools:..... 9
 - Manager for Data Base Services: 9
 - Manager for Storage Services (or Manager for Systems):..... 9
 - Manager for Networks:..... 9
 - Manager for Administrative Desktop Services: 9
 - Manager for Academic Desktop Services:..... 9
 - Manager for Collaborative Technologies: 9
 - Manager for Web Development: 9
 - Manager for NON-BANNER ERP System:.....10
 - Manager for BANNER Related Auxiliary Systems:.....10
 - Manager for Call Center:.....10
 - Manager for ICT Communications:.....10
 - Manager for Remote Campus:10
 - Manager for Online Systems:.....10
 - Manager for Academic Technology Innovation & Training:10
 - Manager for Multimedia Technologies:10

Introduction

New Mexico State University (NMSU) has retained Technology Integration Group (TIG) to evaluate recent recommendations from NMSU's Team 3, NMSU's Team 1, Deloitte and Moran Technology Consulting and deliver the following:

- Report on Central IT Organization Recommendations including changes/additions/amendments to recommended organizations submitted by Team 1 and Team 3. The recommendations will be on the management layers and will not go beyond three (3) layers of management from CIO down; Layer one beginning with the CIO.
- Report on the evaluation of IT Governance proposed by Team 3 including any changes/adjustments necessary.
- Complete IT Structure with Oversight Responsibilities
- High Level Recommendations on implementation approaches to recommended structure changes.

This report outlines the recommendations based on the findings and analysis.

Executive Summary

TIG Consultant conducted over 35 interviews/meetings/open forums which included over 250 employees to assess Central IT and departmental IT. TIG Consultant also reviewed recommendations from Team 1, Team 3, Deloitte and Moran Technology Consulting.

The consensus acknowledgement from the reports, conversations, interviews, comments from stake holders, has been that while ICT excels operationally in pockets, there is room for improvement specifically in strategic initiatives, vision and execution. There is also acknowledgement that Information Technology Governance is lacking and needs to be formalized. The findings reported by Moran Technology Consulting are still prevalent today in most cases.

It is recommended that the ICT leadership be elevated to report directly to the Chancellor. The recommendation is to have two Deputy CIOs who would run the operations and help the CIO be more strategic and a visionary. An organization this size should be well managed operationally so that the leader can focus on building a strategic vision and plan. It is also recommended the University develop a strong IT strategic plan that is developed with input from all constituents of the University.

The IT Support should be centralized under one organization that is strategic, visionary and service centered.

The Governance structure recommended by Team 3 be tweaked a bit to make it more customer centric, rather than ICT centric and be implemented as a formal IT governance at NMSU.

Recommendations

IT Governance

An effective governance that is well implemented and transparent will go a long way in gaining trust in ICT and goodwill of the campus community as a whole. The members who represent

ICT should be ex-officio members of the Governance and act as advisors and not decision makers. The final decision should be that of the stake holders.

The changes to the recommendation to Team 3's governance structure is as follows:

The IT Governance Council should be -

- Provost (Chair)
- Vice President for Administration & Finance
- Chief of Staff for the Chancellor
- President of DACC
- Sr. Academic Dean
- Chair of the University Research Council
- President of ASNMSU
- CIO (Ex Officio)

The IT Governance Council should report to the Chancellor. The IT Governance council should appoint advisory committees as needed and as it seems fit.

The IT Governance Council will be responsible for making recommendations to the Chancellor of ICT budget, policies, management appointments, University Information Technology Plan and Annual Tactical Plan. IT Governance Council will establish the strategic, operational, and technical decision-making process necessary to ensure an innovative, reliable, customer centric and robust information technology. It will be responsible for all major IT decision-making for the University. IT Governance Council will set IT priorities in alignment with the University's strategic goals and mission.

It is recommended that IT Governance Council meet monthly initially for the first year and if it feels it is too frequent and things have stabilized, it could meet quarterly.

CIO Report to the Chancellor

It is recommended that the IT leadership report directly to the Chancellor of the University. In an ideal situation, if the CIO is effective, this will be beneficial for the University in many ways. A CIO should be the trusted advisor to the Chancellor when it comes to technology and be a strategic partner, just the way a Provost or a CFO is. The CIO needs to be a strategic thinker and visionary who understands the needs of faculty, staff and students. The CIO must be a leader both within IT and outside of IT.

Centralize IT

All of IT should be centralized into one service center under the CIO.

A better funding model where ICT is centrally funded, perhaps based on FTE supported should be considered.

The functional ownership should remain with users, but the technical expertise should come from ICT.

Web Developers who work on the University Web Site should all report to Marketing and Communications. A systemic support for College Web Sites within University Website, should also be developed so that expectations are set and managed accordingly.

TIG feels that the library's technology support continues to remain a hybrid model – with services like the desktop support, network support, and helpdesk that is part of the mainstream IT support provided by ICT be centralized, while specialized support with the Library's online tools etc. continue to be supported by Library's own staff.

Similarly, the community college's IT structure remain as is, with the exception that the Director of IT report to the CIO so that there is consistency in IT Governance and implementation of University wide technologies.

ICT Organization

In addition to the CIO reporting to the Chancellor, the following organization changes are recommended.

The addition of two Deputy CIOs will allow for the CIO to be more strategic and less operational. Having good, effective Deputy CIOs who run an effective operation is a must for the CIO to succeed.

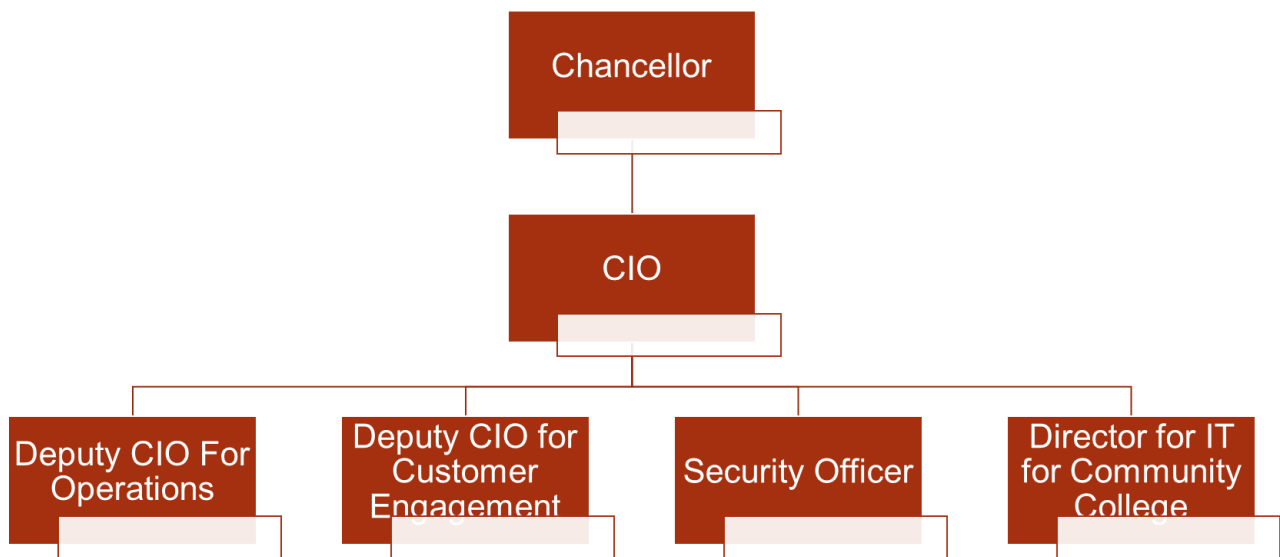
Deputy CIO for operations would oversee the BANNER ERP, Network Infrastructure, Desktop Support and Non BANNER ERP systems, including Web Development for Web Applications.

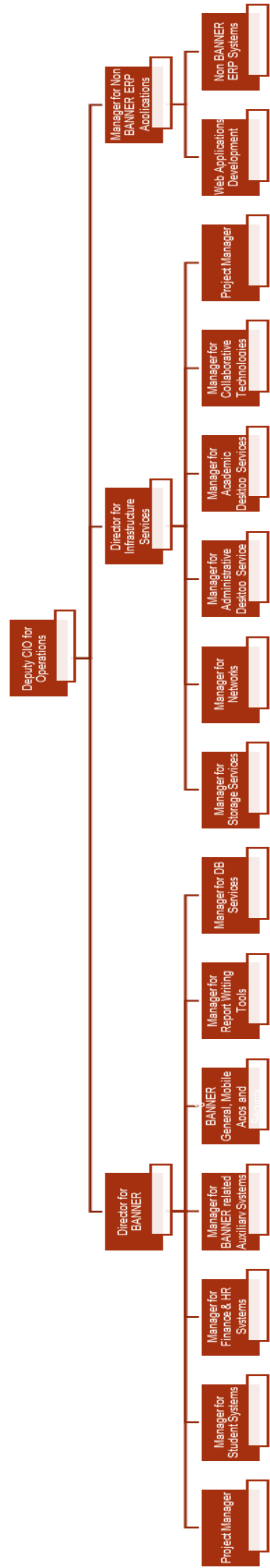
Deputy CIO for Customer Engagement would oversee the Community Outreach through Communications, Helpdesk and Academic Technologies.

Under each of the Deputy CIOs there would be Directors/Managers based on the reporting depth and accountability.

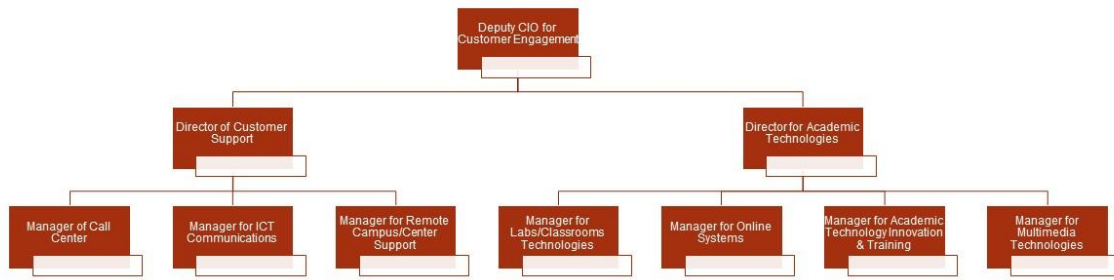
The organizational culture has to be Customer Centric and one that is responsive to needs of the users.

IT Recommended Structure

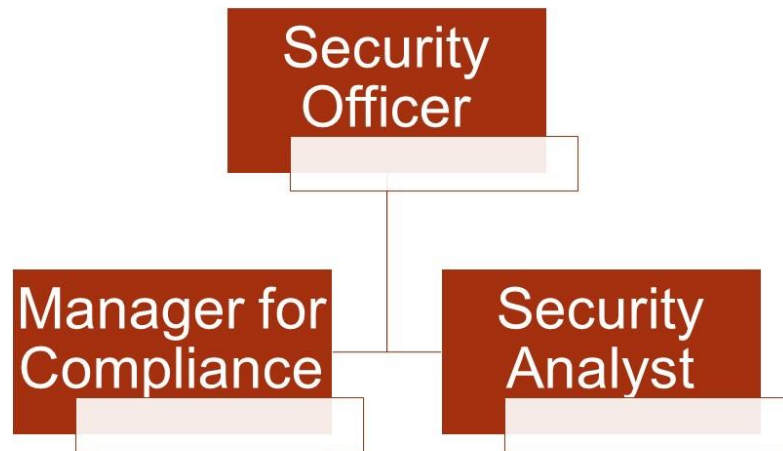




Deputy CIO for Customer Engagement's Organization



Security Officer's Organization



Director for IT for Community College



Recommended Approaches to Implementation

TIG recommends that the first step towards implementation of the new organization is establishment of governance. The IT Governance Council is easy to establish and implement.

The next step in the implementation process is the establishment of IT Leadership. Once the management structure is established, realignment of staff from across the university can occur. This will require restructuring the funding model for IT. Whatever the funding approach is decided on, implementation should occur at the outset to avoid any issues down the road.

Once the IT realignment is complete, a campus wide IT Strategic Plan exercise should be planned and undertaken. This would be a good opportunity for the campus to define the vision and mission of IT.

Consideration should be given to outsourcing opportunities.

Area of Opportunity: Help Desk

Benefits to NMSU: Consolidates multiple help desks into a centralized model providing increased optimization of resources, reduced overall cost and a more standardized support model. Centralized support will also allow for better metrics to identify trends and problems in the NMSU IT support infrastructure, both long and short term, and allow for proactive analysis of metrics for process improvements. Outsourcing the help desk also provides a dedicated workforce which helps to avoid using highly paid IT staff from other departments to backfill positions if needed.

Resource Attributes: Local help desk to allow for closer more efficient interaction with NMSU IT, for cross training and change control coordination. Off campus to reduce need for a location that can accommodate entire help desk staff and reduces need for on campus location. Experience in supporting academic environments. Adheres to standards such as Help Desk Institute, ITIL and ISO.

Functional Responsibilities of Management Leads

Manager for Student BANNER Systems:

Responsible for all Student facing BANNER systems – Admissions, Registration, Financial Aid, Student Billing (Accounts Receivables), Alumni.

Manager for Finance & Human Resources BANNER Systems:

Responsible for Finance, General Ledger, Accounts Payable, Payroll, Human Resources

Manager for BANNER General & Mobile Apps:

Responsible for BANNER General, BANNER Security, BANNER Mobile Apps.

Manager for Reporting Tools:

Manages all reporting tools and pool report developers

Manager for Data Base Services:

Manages the Data Base Administrators and is responsible for Data Architecture and Stewardships. Maintains the Common Data Dictionary for the institution.

Manager for Storage Services (or Manager for Systems):

Responsible for Systems and Data Storage. Manages the system administration team and shared data storage systems including virtual servers. System Operations would fall under this team.

Manager for Networks:

Manages the network backbone, design, core switches, LAN, WAN, Wireless Networks, core architecture of the networks including firewalls.

Manager for Administrative Desktop Services:

Manages the deployment, inventory and support of the University wide Desktop Services. This includes, desktops, laptops, tablets, printers, scanners and other peripheral devices that an administrative function would use. All PC techs that support the Administrative areas would report under here.

Manager for Academic Desktop Services:

Manages the deployment, inventory and support of the University wide Desktop Services. This includes, desktops, laptops, tablets, printers, scanners and other peripheral devices that an academic units would use. All PC tech who support Faculty, Class Rooms, Research Units, Library, Labs would report to this manager.

Manager for Collaborative Technologies:

Manages the Voice, Email, SharePoint Services. Also is responsible for an conference tools including video conference.

Manager for Web Development:

Manages any web development that is supporting the University. This does not include content management.

Manager for NON-BANNER ERP System:

Manages any non-BANNER ERP systems like AIM etc.

Manager for BANNER Related Auxiliary Systems:

Manages any auxiliary systems that are supporting BANNER like Schedulers, Document Management etc.

Manager for Call Center:

Manages University wide helpdesk/call center. Is also responsible for triaging and escalating calls.

Manager for ICT Communications:

Responsible for ICT related communications. Manages the Communication Plan for ICT and implements it. This includes ICT website content, newsletters, training, orientation etc.

Manager for Remote Campus:

Acts as a liaison between ICT and remote campus administrators.

Manager for Online Systems:

Manages the academic online systems. This includes the learning management systems and any supportive/auxiliary system.

Manager for Academic Technology Innovation & Training:

Manages the technology aspect of faculty development including the use of new technologies/class room collaborative tools used in modern day pedagogy

Manager for Multimedia Technologies:

Manages and supports the use of Multimedia tools in academic. Typically, is responsible for designing and supporting any multimedia studios for course enhancement and development. Works closely with Manager for Online Systems and Manager for Academic Technology Innovation and Training.