IT Strategic Agenda Issues and Directions

February 2014

John A. Bielec, Ph.D., Vice President/CIO

... “ we will be profiling examples of the top-quality data, reports, and scorecards that we have encountered in our research on IT services. We would like … to include your “IT Strategic Plan” on our resource portal. We believe that our members would draw great value from being able to access these resources “

The Educational Advisory Board
Washington, DC

The Advisory Board offers 14 best practice programs serving executives across its 3100+ healthcare and higher education member institutions.

Information Resources & Technology Mission and Vision

MISSION
PROVIDE EXCELLENCE IN TECHNOLOGY BASED INFRASTRUCTURE, SERVICES AND PROGRAMS TO ADVANCE DREXEL'S LIVING, LEARNING, AND WORKING ENVIRONMENT

VISION
WORK COLLABORATIVELY TO ENABLE THE SUCCESS OF ALL UNIVERSITY STAKEHOLDERS

Technology Strategy

FOCUS ON TECHNOLOGY THAT IS CORE TO THE INSTITUTION VS. SIMPLY INTERESTING

PURCHASE - UTILIZE VENDORS WITH MARKET SHARE

- “pure vanilla” product implementation key to controlling cost, complexity and fragility and minimizing risk

PROJECTS COST MORE THAN PRODUCTS

- Self Develop – most expensive, longest time line
- Open Source – possibly second most expensive
- Best of Breed – integration becomes a “project”
- Consortia – high “process” overhead, long time lines – may be more expensive than self develop

Technology Strategy

CONSISTENT ARCHITECTURE & INTEGRATION CRITICAL

CONDUCT “PROOF OF CONCEPTS” IN ACTUAL ENVIRONMENT WHEN FEASIBLE

COMMIT AT THE BEGINNING OF A “BREAK THRU” CYCLE WHEN RISKS ARE LOW

RAPID ROLLOUT REQUIRED FOR STRATEGIC ADVANTAGE; OTHERWISE JUST A COMMODITY*

RECOGNIZE THE MOVE FROM ASSETS TO ACCESS

MUST BE AFFORDABLE

*** SOURCE: IT DOESN’T MATTER, NICHOLAS CARR, HBR, MAY 2003**

Balancing Issues

Enterprise System Issues

HOW DO YOU…

- Align the IT organization to facilitate business enterprise strategic goals?
- Move from “what you have” to “what you want”?
- Set priorities, “sunset” applications?

WHAT…

- Is the management model?
  - In-house? Outsource? ASP? Hybrid?
- Systems and data must be centralized?
- Level of security is appropriate?

WHO OWNS/HAS ACCESS TO DATA, APPLICATIONS?

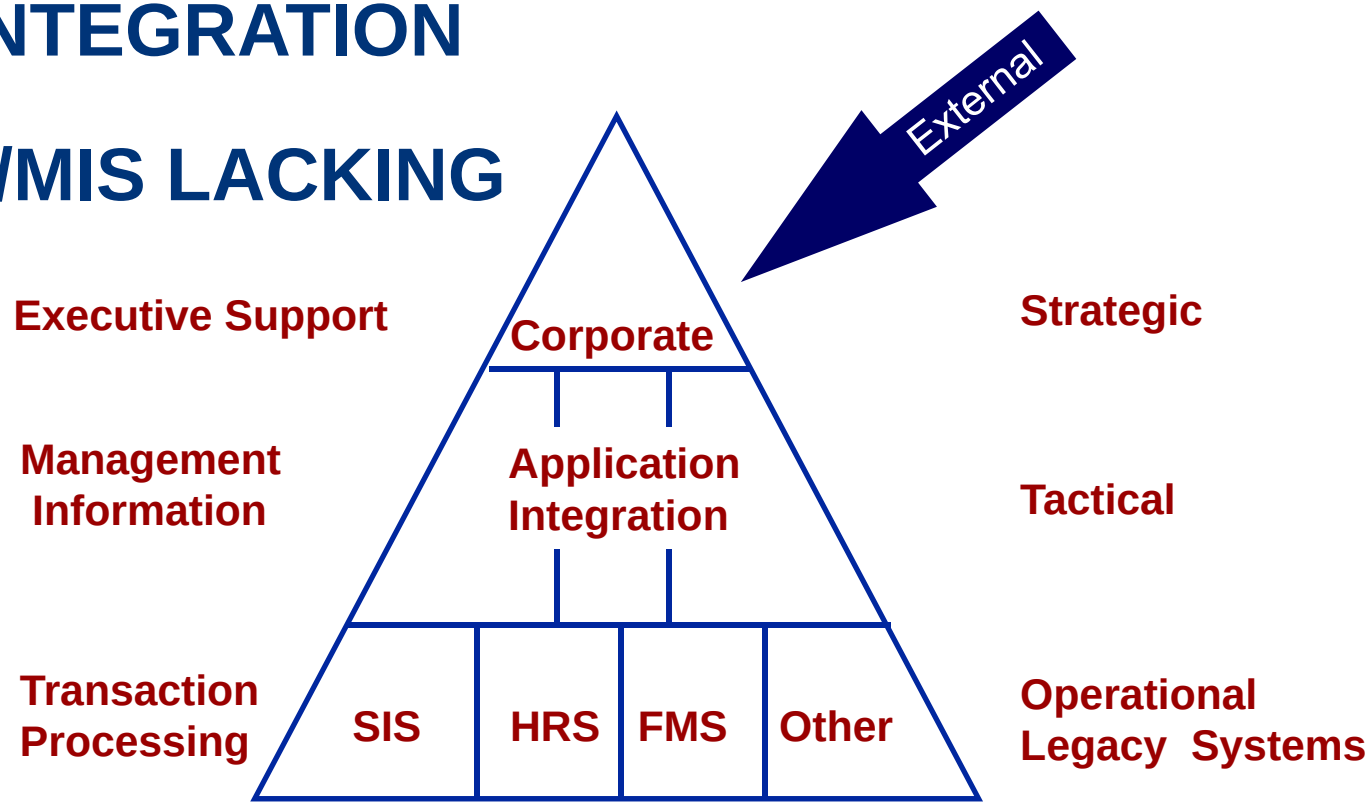
Historic Enterprise MIS Focus

CUSTOM DEVELOPMENT

INDEPENDENT APPLICATIONS

IN-HOUSE INTEGRATION

EXECUTIVE/MIS LACKING



Current MIS Focus and Strategy

PURCHASED APPLICATIONS

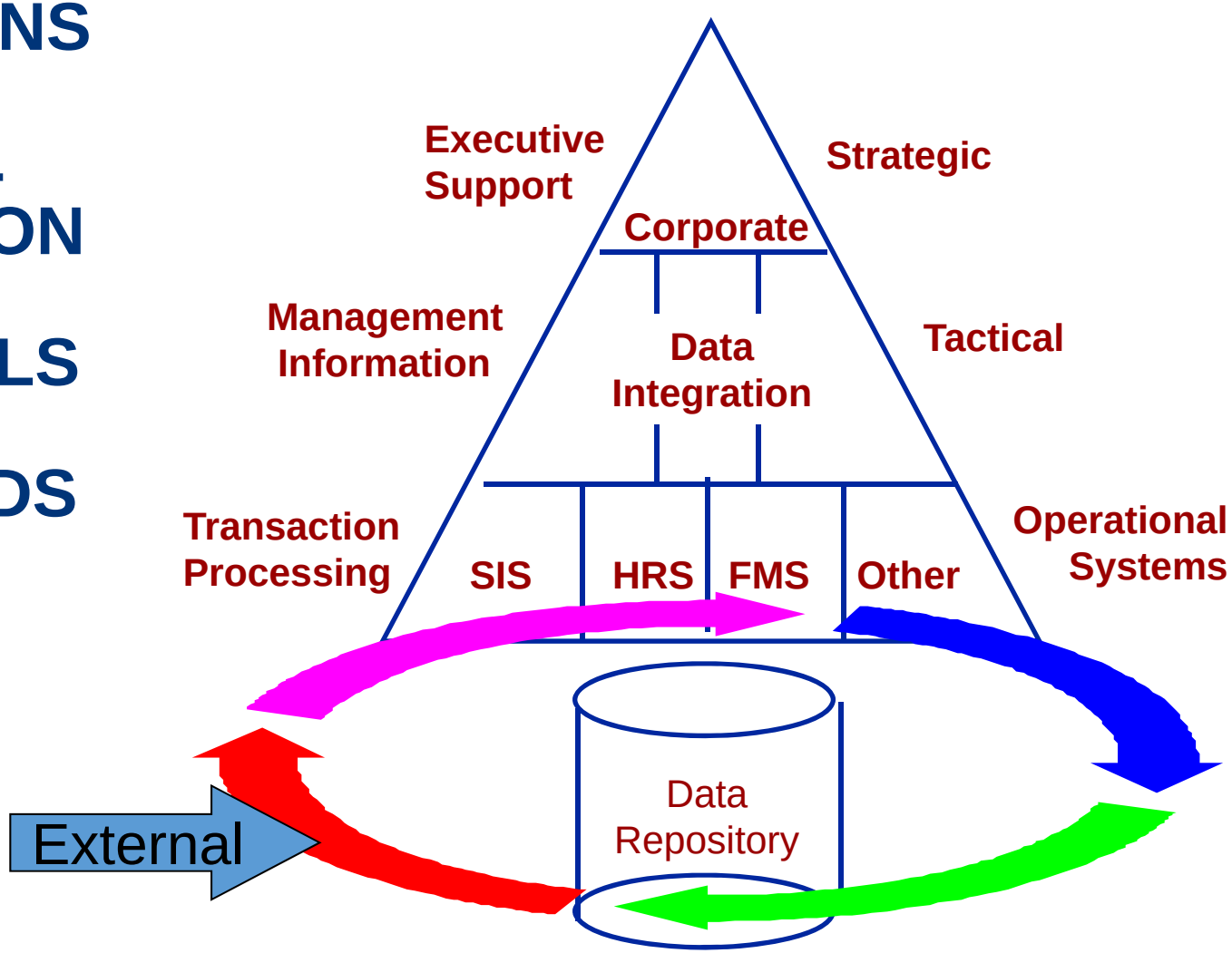
DATA LEVEL ABSTRACTION

QUERY TOOLS

DASHBOARDS

ANALYTICS

EXECUTIVE SUPPORT



Strategy – Multiple Data Repositories

PRODUCTION DATA

- On-line, real time, transactional
- Demonstrated “Need to Know” access
  - Transaction workers
  - Others with approval of data owner and CSO

REPORTING DATA (READ-ONLY)

- Real-time copy/principle operational repository
- Point-in-Time snapshots of selected student data
- Multi-dimensional data warehouse (Fin, HR, Stu, Fin Aid, LMS, Applicants)
- Mask PI/restricted data

Strategy – Use Technology to Improve Productivity and Access

BROWSER/SERVER APPLICATIONS THE NORM

WEB COMMERCE – C : B AND B : B

CONTENT MANAGEMENT A GROWING CHALLENGE

WIRELESS ACCESS EVERYWHERE

PERSONAL OWNERSHIP OF COMPUTING AND COMMUNICATIONS DEVICES

- “Choice” the new paradigm - BYOD

Strategy – Customer Focused Services

USE OF PORTALS AS ENTRY TO THE DIGITAL CAMPUS

- Single sign-on, role-based identity management
- “Micro customization”, smart push, auto-agents

MOBILITY AND MOBILE APPS A MUST

EMPHASIS ON “PERSONALIZATION” AND INTERACTION

- Provision of Information for customer decisions
  - Vendors (AP), Students (Books), Faculty (Advising)

EXTERNAL WEB SERVICES CHANGE BUSINESS

- Purchasing & Accounts Payable – Credit Cards/Vendors
- Travel, Benefit Administration, Financial Aid

Academic Issues

HOW DO YOU…

- Align the IT organization to facilitate academic strategic goals?
- Minimize duplication of cost and effort?
- Handle organizational equity problems?
- Handle security, backup, and system integration in a distributed computing environment?
- Transform the historical culture to prevent compartmentalization of efforts?
- Utilize technology to transform Teaching and Learning?

Strategy - Teaching & Learning
Recognize Next-Gen Learning Styles

TODAY'S 14 YEAR OLD IS TOMORROW'S FRESHMAN

DON'T KNOW LIFE WITHOUT COMPUTERS OR INTERNET

THE INTERNET IS BETTER THAN WATCHING TV

DOING IS MORE IMPORTANT THAN KNOWING

LEARNING SHIFTING FROM STUDYING TO GAMING

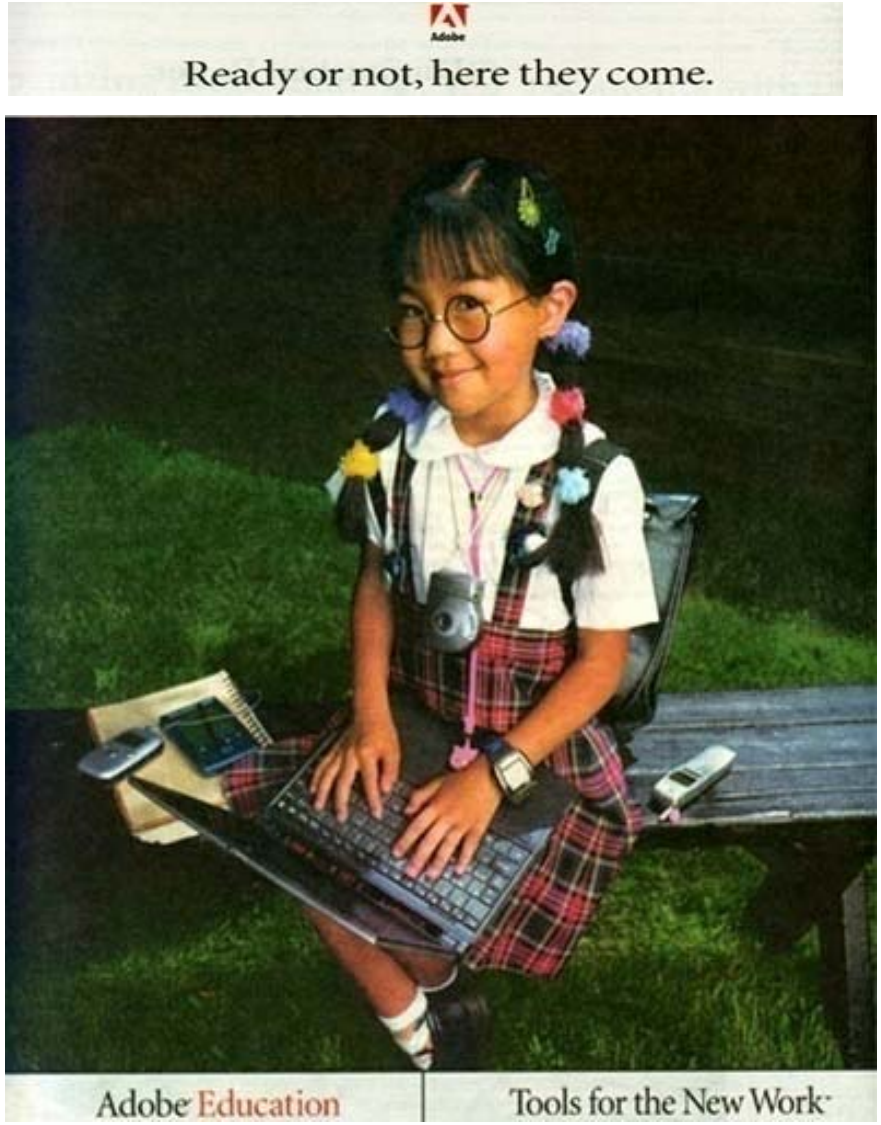
MULTITASKING IS A WAY OF LIFE

BEING CONNECTED IS ESSENTIAL

ZERO TOLERANCE FOR DELAYS

SOURCE: UNDERSTANDING THE NEW STUDENTS; DIANA OBLINGER 2003

Tomorrow's Typical Student



“14 Year Old Japanese Girls Rule the World”

Mann, Yahoo! Internet Life, August 2001

Are You Ready?

Teaching & Learning Futures

STUDENT CENTERED VS. CURRICULUM CENTERED

- The “my” generation
- “Just in Time”, “Just for Me” learning
- Individualized, Adaptive “on the fly”

GROWING EMPHASIS ON COLLABORATIVE LEARNING

FACULTY SUPPORT VIA COURSE MANAGEMENT SYSTEMS AND AN ENTERPRISE WIDE ARCHITECTURE

MULTIMEDIA INTEGRATION OF LECTURE MATERIALS

LAB MIGRATION TO UBIQUITOUS ACCESS –BYOD

MOBILITY AND MOBILE APPS A MUST

Strategy - Teaching & Learning Futures

FACULTY AND STUDENT ELECTRONIC INTERACTION

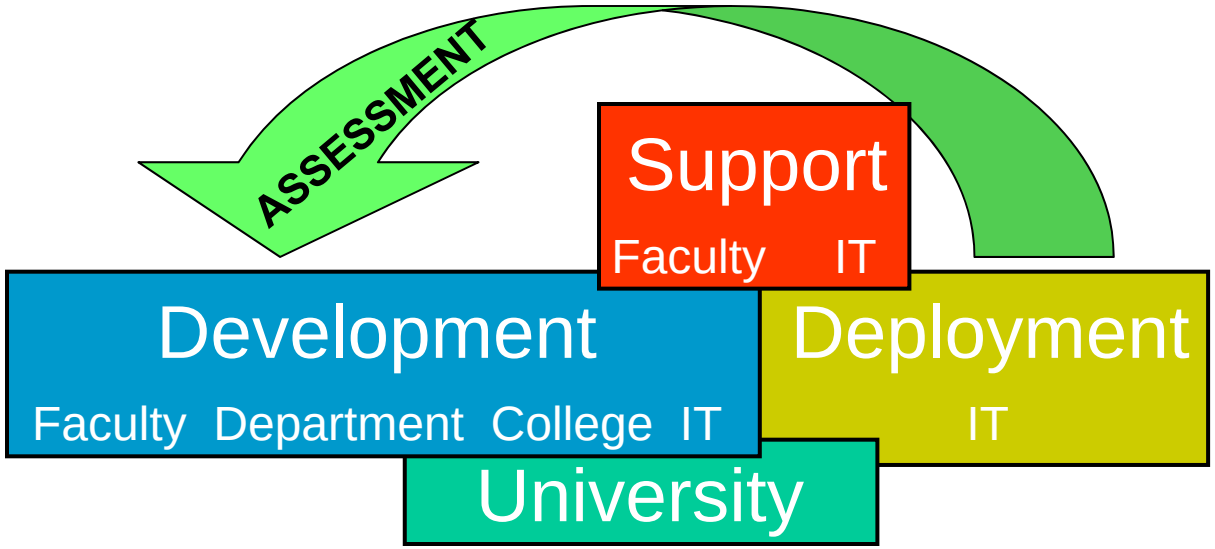
- Hybrid or Blended courses; e.g. flipped classrooms
- Class assignments and work
- Administrative support and advising
- Blogs, “my media”
- IM/SMS is in, email is out
- Social Networks
- Students teaching Students – P2P

FLEXIBLE COURSEWORK AND CREDIT OPTIONS

SYNCHRONOUS AND ASYNCHRONOUS LEARNING

LEVERAGE TECHNOLOGY – REDUCE UNIT COST

An On-Line Teaching & Learning Enterprise Support Paradigm



INSTRUCTIONAL DESIGN

CONTENT

CONTEXT

QUALITY

MARKETING

ADMINISTRATION

REGISTRATION

SAR

ENTERPRISE IT ARCHITECTURE

INFRASTRUCTURE

REDUNDANCY

STANDARDS

Strategies for Leveraging Learning Technology

COMBINE MULTIPLE SECTIONS OF A COURSE INTO ONE LARGE SECTION

FOCUS ON THE LOW HANGING FRUIT – 44% OF ALL STUDENTS TAKE THE SAME 25 COURSES*

EMPHASIZE STUDENT-TO-STUDENT INTERACTIONS

UTILIZE A "FLIPPED" CLASSROOM STRATEGY

AUTOMATE GRADING AND STUDENT FEEDBACK

USE A DIFFERENTIATED PERSONNEL STRATEGY

***SOURCE: EXPANDING ACCESS TO LEARNING; CAROL TWIGG, 2003**

Strategies for Leveraging Learning Technology

CENTER E-LEARNING INFRASTRUCTURE RESPONSIBILITY WITH THE IT ORGANIZATION

SELECT VENDED LEARNING MANAGEMENT SYSTEM(S)

“VENDORS ABILITY TO EXECUTE IS KEY SELECTION CRITERIA, NOT FUNCTIONALITY”

“OUT OF THE BOX” INTEGRATION WITH THE SIS AND OTHER ERP SYSTEMS CRITICAL TO PRODUCTIVITY

SOURCE: GARTNER HIGHER EDUCATION E-LEARNING SURVEY REVIEW, 2004

Strategies for Leveraging Learning Technology – MOOC's

USE MOOC'S AND OPEN CONTENT DISRUPTION TO INSTITUTIONAL BUSINESS ADVANTAGE

CONTROL AWARDING OF COURSE "CREDIT"

- Provide Institutional Badge and Certificate Evaluation Mechanism for credit
- Articulate Transfer Credit Rules
- Provide Differential Pricing for Transfer Credit
- Consider ePortfolios as the Next Transcript

EXAMINE COURSE "LICENSING" OPPORTUNITIES

LEVERAGE MOOC'S AS A FREE LIBRARY FOR COURSE CONTENT

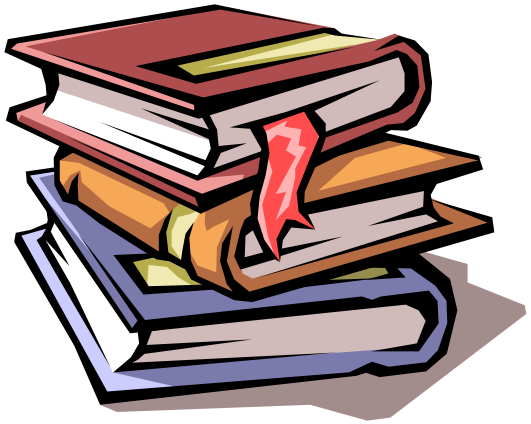
Library Issues

WHAT IS THE ROLE OF PRINT MEDIA IN A DIGITAL NETWORK CENTRIC LEARNING ENVIRONMENT?

RAMIFICATIONS OF THE MOVE FROM THE "PHYSICAL" TO THE "VIRTUAL" WORLD?

HOW DO YOU SHIFT FROM WAREHOUSING PRINT TO KNOWLEDGE MANAGEMENT?

HOW DO YOU AVOID BECOMING A MUSEUM OF BOOKS?



Academic Libraries have passed a Significant Turning Point

THE "GOOGLIZATION" OF PRINT COLLECTIONS…MEANS THAT FOR THE FIRST TIME IN THEIR HISTORY, LIBRARIES MAY BE ABLE TO CONTEMPLATE A FUTURE WITHOUT ADDING MORE SHELF SPACE… IT MAY NOW BE POSSIBLE TO CONSIDER TRANSITIONING LIBRARIES FROM…THE STORAGE OF BOOKS TO PRIMARILY SUPPORTING LEARNING.*

***SOURCE: CAMPUS LEARNING SPACES: INVESTING IN HOW STUDENTS LEARN, ACKER AND MILLER, ECAR, APRIL 2005**

Library Future Focus - Access

CHANGE IN STAFF ROLES, SKILLS AND MENTORING

- Curator of institutional research “Big Data”
- Information scholarship and literacy skills

WIRELESS BROWSING – ANYTIME, ANYWHERE

MANAGE RELATIONSHIPS WITH PUBLISHERS

- Copyright permissions, fair use, charging

PROVIDE A FOCUS FOR LEARNING RESOURCES

- The Learning Commons

THE FUTURE STUDENT UNION?

- House more students, less print media

Strategy - Research Support

ACCESS TO GLOBAL RESEARCH NETWORKS A MUST

- Currently 1 of 24 connectors to Internet2 (I2)
- Support the I2 Innovation Campus Pilot with 31 other Research organizations
- Team with others such as Pittsburgh Super Computing Center

FACILITATE HPC GROWTH AND RESEARCH

- Support Faculty/Research driven equipment strategy
  - Encourage resource sharing to expand common pool
- Manage shared high-perf. computing cluster
  - Help migrate software to exploit new capabilities
- Support co-location facility for non-shared assets

Technology Infrastructure Issues

MULTIPLE STANDARDS VS. LACK OF STANDARDS

- Server architecture, OS, database, etc

REDUNDANT SYSTEMS OR CLUSTERED SYSTEMS

STORAGE FRAGMENTATION AND MANAGEMENT

BACKUP CHALLENGES: TIME AND SPACE

LEVERAGING CLOUD BASED CAPABILITIES

Strategy - Technology Infrastructure

M+1 DESIGNS: MICROSOFT PLUS ANOTHER VENDOR

- Windows Server + Unix or vended Linux
- SQL Server + Oracle

SIMPLER SERVERS; SMARTER SOFTWARE

- Scaling out for redundancy and performance
- Virtualization

STORAGE AS A UTILITY

- Virtualized SANs here now; multi-vendor soon

MULTIPLE LOCATIONS AND COPIES GUARANTEE BACKUP QUALITY

Networking Infrastructure Issues

WHAT KIND OF WIRING PLAN DO YOU ADOPT FOR INTER- AND INTRA-BUILDING? WIRELESS STRATEGY?

WHAT LEVEL OF INTEGRATION DO YOU IMPLEMENT BETWEEN VOICE, DATA AND VIDEO?

WHAT ARE YOUR COMMUNICATIONS STANDARDS?

HOW DO YOU HANDLE COMMUNICATIONS FOR FACULTY AND STUDENTS OFF CAMPUS?

WHAT LEVEL OF SUPPORT IS PROVIDED IN RESIDENCE HALLS?

Strategy – Network Future Focus

INCREASE BANDWIDTH – MULTI-GIGABIT SPEEDS

MULTIMEDIA INTEGRATION – VOICE, DATA, VIDEO

WIRELESS/MOBILE ACCESS TECHNOLOGY

INSTANT MESSAGING, PEER-TO-PEER APPLICATIONS

UNIFIED MESSAGING – EMAIL - VOICE MAIL – FAX

NETWORK MANAGEMENT AND SECURITY

- Advocate need for security professionals as a part of university computing centers

Structural Issues – Culture & Strategy

ACADEMIC IT CULTURE	ENTERPRISE IT CULTURE
INTERESTING - NOT STRATEGIC	CORE – SOMETIMES STRATEGIC
OFTEN INNOVATIVE	SELDOM INNOVATIVE
RESULT OF INDIVIDUAL INITIATIVE	RESULT OF INSTITUTIONAL INITIATIVE
SENSE OF OWNERSHIP	FRAGMENTED OWNERSHIP – ERP
UNIQUE – INVENTED HERE CRUCIAL	COMMODITY – NIH IS GOOD
OPEN SOURCE IS FREE	OPEN SOURCE IS EXPENSIVE
FUNDED VIA GRANTS, CONTRACTS	CENTRALLY FUNDED
RELIABILITY & SUPPORT LACKING	RELIABLE, REDUNDANT & SUPPORTED
LIMITED IMPACT	UNIVERSITY-WIDE IMPACT
NON INTEGRATED	INTEGRATED KEY
A “PROJECT” OF THE ACADEMIC ENTERPRISE OR RESEARCH COMMUNITY	CORE UTILITY “PRODUCT” SUCH AS ERP, LMS, PORTAL, LIBRARY, EMAIL, CMS SYSTEMS OR NETWORK SERVICES

Strategy – Culture and Structural Futures

DEFINE THE RELATIONSHIP BETWEEN CENTRAL AND DISTRIBUTED RESPONSIBILITIES

CENTRALIZE INFRASTRUCTURE MANAGEMENT

- Network, server farm, core academic and administrative applications (enterprise systems), focus on system and data integration
- Widely used licenses

DECENTRALIZE CONTENT CREATION RESPONSIBILITY

- Web information

RECOGNIZE "FUZZY" BOUNDARIES IN BETWEEN

- Desktop applications, specialized labs, departmental applications

Strategy – Culture and Structural Futures

LEVERAGE CENTRAL SERVICES – DON'T COMPETE

- Nearly 40% of DR1 IT funding is decentralized*

USE OR PROVIDE CLOUD SERVICES AS NEEDED

USE MARKET SHARE TO ADOPT A FAMILY OF SUPPORTED PRODUCTS; REDUCE COMPLEXITY

- Software applications, licenses

ADOPT AN IT ARCHITECTURE AND "STICK TO IT"

- IT architecture & infrastructure is 1st priority**

*** EDUCAUSE CORE DATA SERVICE SUMMARY, HAWKINS, RUDY, MADSEN, 2004**

**** CIO INSIGHT, TOP 30 TRENDS 2006, ZIFF DAVIS MEDIA, JANUARY 2006**

Drexel's Supported ERP Products

RANK* MKT SHARE	CATEGORY PRODUCT
1 – 48%	STUDENT – BANNER
1 – 36%	FINANCE – BANNER
2 – 30%	HR – BANNER
1 – 51%	DEVELOPMENT – ADVANCE
2 – 28%	LIBRARY – INNOVATIVE
1 – 67%	COURSE MGT – BB LEARN
2 – 27%	RESEARCH ADMIN – BANNER/COEUS

- Homegrown 1st with 35%

* Source: EDUCAUSE Core Data Service, Summary Report, DR1 institutions

Moving Forward

EXECUTIVE SUPPORT IS CRITICAL

DELIVERING RESULTS IN INTERNET TIME IS STRATEGIC

USE OF CLOUD-BASED SERVICES PROVIDERS

TIME-CONSUMING, PROCESS-ORIENTED STEERING AND ADVISORY STRUCTURES ARE OUT

MARKET SHARE AND “BUILT-IN” IT INTEGRATION ARE IN

EFFECTIVENESS IS MORE IMPORTANT THAN EFFICIENCY

Who's Making Your Enterprise IT Decisions?

Internet has Changed the Game

IT HAS TACTICAL IMPLICATIONS FOR MOST INSTITUTIONS, STRATEGIC IMPLICATIONS FOR A FEW

TIME-TO-MARKET IS CRITICAL FOR STRATEGIC ADVANTAGE

- Telephone to 50 million users took 74 years*
- Blogs to 50 million users took 1 year*

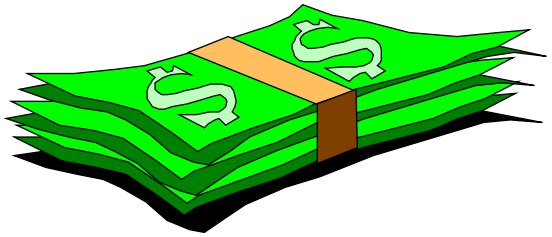
IS AN IT-INTENSIVE PROJECT WORTH DOING IF IT TAKES MORE THAN 6 MONTHS?

WHAT IT PLANNING IS WORTH DOING IF THE HORIZON IS MORE THAN ONE YEAR?

*** SOURCE: INFORMATION TECHNOLOGY CONSIDERATIONS FOR THE RESEARCH ENVIRONMENT, MCKINNEY, ECAR SYMPOSIUM, JULY 2005**

Financial Strategy

ALTERNATIVES	TECHNOLOGY CYCLE
CENTRAL FUNDING – TOP SLICING	STRATEGIC/QUICK ADOPTION/INNOVATION
RCM/SELF SUPPORT-MARKET	MATURE/COMMODITY



Strategic Assumptions

An IT Strategic Agenda

An achievable, short-term, “Strategic IT Agenda” founded on core assumptions, along with ongoing academic and business enterprise fine-tuning processes regarding IT initiatives and priorities, are critical to aligning the University’s Information Technology Strategy with institutional goals.

Some IT Strategic Assumptions

IT PLANNING HORIZON FOCUSED NEAR-TERM

- Master Plan – 15-20 years
- Business Plan – Rolling 5 years
- Capital Plan – 10 years
- Campaign Plan – 5-7 years
- Annual Budget – 1 year
- Technology Plan – 1-2 years – A rolling agenda based on ongoing academic and business input
  - Product life cycles less the a year
  - iPhone, Pads, Twitter, Facebook, WhatsApp ... not foreseen
  - 1000's of Apps created yearly

Some IT Strategic Assumptions

FUNCTIONAL USERS "OWN" ERP APPLICATIONS

EIS/MIS "BOTTLENECK" BROKEN BY EMPOWERING FUNCTIONAL USERS

- Data abstraction via repositories, warehouses, marts, query tools, dashboards

IT MISSION WILL SHIFT TOWARD PROVIDING SERVICES INDEPENDENT OF THE INSTITUTIONAL ENVIRONMENT

- On-demand, live, web based

Some IT Strategic Assumptions

IT INFRASTRUCTURE IS ALWAYS ON

INCREASED FOCUS ON MAINTAINING STABILITY OF THE INSTITUTION'S ARCHITECTURE AND INFRASTRUCTURE

SKILLS AND INTERNET TIME WILL DICTATE STRATEGY

- "Close follower" on major high stakes projects
- "Early adopter" when failure has minimal penalty
- Use of "proof of concept" pilots and prototypes
- Rapid Rollout at "break-thru" product cycles

Some IT Strategic Assumptions

THE CLOUD IS A VIABLE OPTION FOR OUTSOURCING AND PROVIDING MANY APPLICATION SERVICES

IT MANAGEMENT WILL SHIFT TOWARD A SYSTEM INTEGRATOR PARADIGM

INTEGRATION IS A KEY DECISION FACTOR AS TECHNOLOGY COMMODITIZATION INCREASES

MARKET SHARE AND PURCHASED SYSTEMS ARE IN

CUSTOMIZATION IS OUT

Some IT Strategic Assumptions

UNDERSTANDING THE NEXT GENERATION'S EXPECTATIONS CRITICAL – "WIRED AND TIRED" *

TRADITIONAL STUDENTS REMAIN CORE; ALTHOUGH

75% OF TODAY'S ENROLLMENTS ARE NON-TRADITIONAL WITH 35% OF UG'S AVERAGE AGE OF 38**

A MOBILE, UBIQUITOUS ENVIRONMENT A MUST

* SOURCE: JEANETTE CURETON, 2002 ECAR SYMPOSIUM

** US DEPARTMENT OF EDUCATION, NCES, THE CONDITION OF EDUCATION 2002

Some IT Strategic Assumptions

IT COSTS, COMPLEXITY, SECURITY, & FRAGILITY WILL INCREASE RESULTING IN PRESSURE FOR CENTRALIZED PLANNING, MANAGEMENT, AND LEADERSHIP

RAPID NETWORK AND STORAGE GROWTH INCREASE PRESSURE FOR CENTRALIZED MANAGEMENT

- Computing power doubles every 18 months
- Storage power doubles every 12 months
- Communications power doubles every 9 months

SUPPORT FOR CENTRAL IT "INNOVATION" WILL LIKELY DECREASE, PARTICULARLY AT DOCTORAL INSTITUTIONS*

*** SOURCE: INFORMATION TECHNOLOGY LEADERSHIP IN HIGHER EDUCATION; KATZ ET AL; ECAR RESEARCH STUDY, 2004**

Prioritize and Execute Approved Projects

Shared Governance

FINE-TUNING THE IT STRATEGIC AGENDA ON-GOING INSTITUTIONAL ALIGNMENT

- Monthly Scheduled Executive Briefings
  - Provost and Senior Vice Presidents
- On going Academic Computer Advisory Committee – ACAC
  - Faculty member from each College including Medicine invited
- Provide Leadership for On-Line Learning Council
- Monthly Enterprise Systems Committee – ESC
  - Representative from each major business area
- Ad hoc Briefings and Committee Participation
  - Cabinet, Provost, Deans, Library and others
- Leadership of/Participation with Special Interest Groups
  - College IT Staff ; URCF; Web Users; ExCITe Center; Business Analysts

Shared Governance

FINE-TUNING THE IT STRATEGIC AGENDA ON-GOING INSTITUTIONAL ALIGNMENT

- Co-Chair Strategic Vision for Data Stewardship Committee
  - High Level emphasis – data interoperability and curation needs
  - Curation of all varieties of data across the university
  - Compliance with NSF Data Management policies and federal Open Data directives
- Co-Chair Data Warehouse Committee
  - Emphasis on Data for business decision making
  - IRAE case study re data warehouse for institutional analysis and reporting
- Participation in Student Life Cycle Management Committees
- Participation in Strategic Planning sub-committees
- Member the Student Customized Experience Task Force
- Co-Chair with DeL an examination of current CRM usage and products and recommend a unified strategy
  - Emphasis on relationships from cradle to grave

Over 120 products Supported Enterprise wide – a sample

ELLUCIAN ERP INCLUDING HR, FINANCE, FINANCIAL AID, STUDENT, BANNER SELF SERVICE, DEGREEWORKS, TALENT MANAGEMENT, LUMINIS PORTAL AND ADVANCE

BLACKBOARD ANALYTICS (ISTRATEGY): ADMISSIONS, STUDENT, FINANCE, HR AND FINANCIAL AID

CBORD TRANSACTION SYSTEM (DRAGONCARD)

BLACKBOARD LEARNING MANAGEMENT SYSTEM

JENZABAR (STUDENT FOR CONTINUING EDUCATION)

COEUS AND MAXIMUS FOR RESEARCH ADMINISTRATION

New Products Developed or Acquired 2013-2014

ADVISOR VISITOR TRACKING

ANALYTICS FOR LEARN

CAMPUSPAK

CHAT FOR RIGHTNOW CRM

CLEAN ADDRESS

CONNECTYARD

COURSE SIGNALS

TOUCHNET IN THE CLOUD

SCIQUEST

WAYPOINT

Priority Projects for Academic Affairs

EXPAND USAGE OF BB LEARN VIA WORKING GROUP

COORDINATE MIGRATION TO BB COLLABORATE TOOL

LEVERAGE TECHNOLOGY TO IMPROVE ONLINE ACCESSIBILITY, INTEGRITY, QUALITY, RETENTION, AND SCALABILITY

INTEGRATE AEFIS AND LEARN TO INFORM P.A.R.

MANAGE DSS RELATIONSHIP FOR 24X7 ACADEMIC SUPPORT

Priority Projects for Academic Affairs

RECONFIGURE KORMAN CLASSROOMS TO FACILITATE COLLABORATIVE LEARNING ACTIVITIES

UPGRADE ACADEMIC ADVISING, DEGREE AUDIT, AND TRANSFER ARTICULATION TOOLS (DEGREEWORKS)

EXPAND ROLLOUT OF ADVISOR VISITOR TRACKING

INTEGRATE UNIVERSITY ERP SYSTEM TO THOMPSON-REUTERS FACULTY PORTFOLIO

IMPLEMENT RETENTION TOOLS (ANALYTICS FOR LEARN AND COURSE SIGNALS)

Priority Projects for Admissions

REVIEW ADMISSIONS SYSTEMS AND CRMS TO ENHANCE EM EFFICIENCIES

- Slate
- Recruiter
- RightNow
- Salesforce

REDESIGN APPLICATION UPLOAD PROCESS

IMPLEMENT MATCHING/SUSPEND ALGORITHM AND INTERFACE

Priority Projects for Finance and AR

IMPLEMENT SCIQUEST, PROCURE TO PAY SOLUTION

ROLL OUT BLACKBOARD ANALYTICS FOR STUDENT FINANCIALS AND FINANCE

IMPLEMENT CHART, BUDGET, AND VENDOR CHANGES TO SUPPORT FIREWALL INITIATIVE

SUPPORT CHART REORGANIZATION

IMPLEMENT PATIENT REFUND UPLOAD PROCESS

UPGRADE TOUCHNET TO VERSION 6.5

Priority Projects for Student & Financial Aid

SUPPORT COLLEGE AND PROGRAM CONVERSIONS

- School of Law
- Goodwin, Engineering, Education and Westphal
- Center for Hospitality and Sport Management
- College of Computing and Informatics

IMPLEMENT ALGORITHMIC BUDGETING RULES AND INSTITUTIONAL METHODOLOGY

DEVELOP ELLUCIAN-NATIONAL STUDENT CLEARING HOUSE TRANSCRIPT INTEGRATION

Priority Projects for HR and Student Life

IMPLEMENT ENVIRONMENT, HEALTH AND SAFETY LAB COMPLIANCE TRACKING

IMPLEMENT NOLIJ-BANNER INTEGRATION TO SUPPORT PERSONNEL ACTION FORMS

SELECT AND IMPLEMENT PARKING SYSTEM

UPGRADE HOUSING APPLICATION, STARREZ

IMPLEMENT EMPLOYEE AND POSITION CHANGES TO SUPPORT FIREWALL INITIATIVE

Priority Projects for Research

IMPLEMENT APPLICATION TO DISPLAY PI REPORTS IN COEUS

EXPAND ROLLOUT OF ELLUCIAN EFFORT REPORTING

UPGRADE COEUS TO NEW RELEASE

IMPLEMENT CHANGES TO SUPPORT THE FIREWALL INITIATIVE

Priority Projects for Institutional Advancement

IMPLEMENT NOLIJ DOCUMENT MANAGEMENT INTEGRATION WITH ADVANCE

CONVERT ANS MEMBERSHIP TO PRODUCTION ADVANCE MEMBERSHIP MODULE

CONTINUE CONSOLIDATION OF INDEPENDENT SERVERS AND STORAGE

AUTOMATE AND SECURE INTEGRATION OF REEHER FUNDRAISING SYSTEM TO ADVANCE

IMPLEMENT IMODULES

Priority Projects for Cross-Functional Operations

UPGRADE UNIVERSITY'S REPORTING SYSTEM

UPGRADE ALL MODULES OF ELLUCIAN BANNER

IMPLEMENT AND EXTEND BLACKBOARD ANALYTICS TO PROVIDE A COMPREHENSIVE DATA WAREHOUSE SOLUTION

PARTNER IN DATA STEWARDSHIP INITIATIVE

EXTEND USE OF ORACLE RIGHTNOW CRM PRODUCT

Hybrid IT Priorities

ACCELERATE DATA PRIVACY AND SECURITY PROJECT

CONTINUE WEB 2.0 INITIATIVE

INTEGRATION WITH COLLEGE OF MEDICINE IT NETWORKING, TELECOM

DATA CENTER DISASTER RECOVERY ENHANCEMENTS

BUILD OUT DREXEL NETWORK CONNECTIONS FOR MCCC, DCCC, ETC.

Hybrid IT Priorities

MANAGE OPERATION AND EXPANSION OF UNIVERSITY RESEARCH COMPUTING FACILITY

EXPAND AND ENHANCE SHAREPOINT FEATURES

NEXT-GENERATION NETWORK UPGRADES: SCIENCE DMZ, SOFTWARE-DEFINED-NETWORKING, VERY HIGH SPEED, RELIABLE

IT Strategic Agenda Issues and Directions

February 2014

John A. Bielec, Ph.D., Vice President/CIO