

STAFF ADVISORY COUNCIL MEETING

September 9, 2015 at 8:30am

CAMPUS CENTER, ROOM 303

Present – S. Carter, T. Christman, D. Curley, M. Davis, K. Hemphill, J. Lambert, M. Miller, A. Redman, S. Pitts, I. Pounds, T. Puckett, S. Robinson, A. Skinner, K. Shoemake (for R. Smith), E. Smith, A. Udin, E. Brannon, A. Lewis, and M. Ertzberger

Absent – K. Ballard, A. Bretch, J. Etheredge, J. Gordy, Z. Green, D. Liverman, N. Lott, J. Morgan, T. Morris, H. Roberts, J. Robinson, E. Shooks, Sgt. B. Smith, K. Willingham and M. Parham

1. Call to order by Erin Brannon – 8:30am
2. Special Guests/Discussions

ITS Consultant Update - Dr. Kyle Marrero and Kathy Kral (Chief Information Officer)

Last fall we hired an external firm to review our ITS on campus. They came to campus and gathered feedback, surveyed the campus, conducted one on one interviews, and group interviews. They delivered us an Executive summary that contains several high level recommendations which included revising the department structure, hiring a Vice President for IT, optimizing the structure for current times not those of ten years ago. We spend a lot of time keeping things running and not of focusing on the innovation. Our staff's skills are good, but we need to invest more on training and development for the staff. Dr. Marrero is helping with an increase in the training budget for us. The report suggests that we focus on governance. Currently if you have an IT project that you need completed, you have to fill out a project request form. Then if we cannot get it done in the timeframe in which you need it, we go to upper management. They also suggested that we look at the funding model to support efforts, like the purchasing of new servers, etc. so that the burden does not have to always fall back on the departments. It was further suggested that IT create a new strategic plan (current one is for 2010 – 2015) and that it align with the overall University plan and that we create a way to improve the communication of the plan to the campus so that it is understood where we are going. We need to focus on security and disaster recovery, business continuity (how departments would continue without technology), and project completion (like campus wireless – finished academic buildings and we're starting on the administrative buildings now, website – changing open text/Red dot and revising the website design).

Everything we do now intersects with IT. We need to protect the security of the records here as well as those of USG with the growth of eCore and eCore degrees. We need to look at staffing needs so we brought in the consultant to help. Kathy Kral and her team have done a great job holding it together all these years.

We will send out a copy of the executive Summary which describes specific training and re-organization – caution the current staff – we will not follow the recommendations exactly. Of the eight recommendations, we will focus on # 1, 3, 7, & 8. We will look at the governance – project prioritization with the assistance of the cabinet and steering committees. We will increase the focus of security & recovery. We will continue to improve the infrastructure – Wi-Fi and telephone (the campus asked USG for a 200 MB increase in bandwidth but received 100 MB). We will continue to improve the website (we

STAFF ADVISORY COUNCIL MEETING

September 9, 2015 at 8:30am

CAMPUS CENTER, ROOM 303

are 12 – 18 months from full implementation). We will begin the process of hiring a VP of ITS – we will hire a search firm for this process as it will be a national search. Finally, we will complete a strategic plan that will align with the UWG plan. We would like to have the VP in place to assist with this process and to help develop a means to communicate the plan to the campus.

If you should have any questions or comments regarding this please direct those to Dr. Marrero, Kathy Kral, or Erin Brannon.

The goal is that the next budget cycle (FY17) will fund this position. We are currently working on organizing the committee and hiring the search firm. Our goal is to have this person in place by January or February.

Campus Diversity & Inclusion report update – Lara Willox

The President's Committee on Campus Inclusion includes representatives from faculty, staff, and students. We benchmarked our diversity & inclusion study against our peer and aspirant institutions. We engaged a consultant (Dr. CJ Woods from Texas A&M) and developed a campus climate survey.

In Dr. Woods report he found that the diversity of the Faculty & Staff is disproportionate to the student body. That the number of women in leadership roles are inconsistent with the demographics for UWG. He also found that the institution does have trust issues and that the students tend to self-segregate. He recommends that we develop a definition of diversity and the value of diversity at UWG. He suggests that we create the position of a Senior Diversity Officer and that we improve our accountability and reporting to help make the campus more inclusive.

We emailed 1507 staff and faculty and received 511 completed surveys. The broad findings showed that we are a diverse campus and that we appreciate the efforts that are being made in the area of diversity. Overall 62.8% are satisfied with the campus, but people feel isolated. The perception is that the makeup of the leadership is not representative of the campus community. A variety of the respondents did not reveal a single area of concern.

The next step for communication is to use the results to create action items. There will also be a Town Hall Meeting on September 17, 2015 from 3:30 – 4:30 in the Campus Center room 108.3 to discuss the report. We are discussing the hiring of a Senior Diversity Officer (AVP level) that will look at the issues as a whole. It is suggested that this position would report to the President.

There is a website and the Executive Summary and this PowerPoint will be posted there.

3. Business - Committee Updates

Benefits – Meggie Miller

Benevolence – group has not had a chance to meet but Jason is going around and individually meeting with the committee members to get this rolling. They are also working with the Foundation. The need must support the mission of the fund. Suggestion made that time could also be volunteered.

Marketplace – user guide created to help make it more user friendly. Let us know if you have

STAFF ADVISORY COUNCIL MEETING

September 9, 2015 at 8:30am

CAMPUS CENTER, ROOM 303

any issues.

Book Scholarship – first scholarship was awarded. Had eleven applicants.

Public Relations Committee Update – Erin

Allyson is stepping down as chair, but will assist committee where needed. Will consider co-chairing. Please let Erin know if you are interested.

Staff Development – Nancy Lott

Engage West for Staff will be held on October 23rd. Lunch will be served. Registration details will be coming soon, so be on the lookout.

Election Committee – Erin

The committee will be starting up in the spring.

Bylaws Committee Update – Alex

We went through the old bylaws to make sure that we were following USG policy and procedures. Then we looked at what other USG institutions were doing to compare. We looked at Kennesaw, Georgia Southern, UGA, and Valdosta State. Some were extensive where others were very simple. We found that some of the sections did not make sense and those were discussed with Erin and Ashley. The Chair-Elect will replace the Vice-Chair so that the Council retains an officer that has knowledge of the council activities and it does not have to be built up from scratch every term. The Executive Committee is being defined as all elected officers. Suggestions have been made regarding the right to have small changes voted on by the council. Large change will still go to All-Staff for vote.

Questions/Concerns/Rumors?

Marketplace – if you have any feedback regarding the new system or the user guide, please let Meggie know.

Salary Study – we now have a signed agreement with the vendor. There will be an email coming out and will explain that we will not be able to do anything in PeopleAdmin during this time. The projection is that this is going to be a six month process.

Can we perform Ergonomic studies for our work space? HR does not have a consultant on staff to do this, but for now email Laquna Marrable who is looking into this. ADA issues will be considered.

Next SAC meeting is on Wednesday, October 15, 2015, at 11:00am – Campus Center Room 303.

Submitted by Michelle Ertzberger 9-9-15

Staff Advisory Council

September 9, 2015

ITS Update

Dr. Kyle Marrero & Ms. Kathy Kral

PCCI Update

Dr. Lara Willox

Presidential Committee on Campus Inclusion

Update

Presidential Committee on Campus Inclusion

- The committee is comprised of representatives from across campus; faculty, staff, and students. The complete committee list is available, <http://www.westga.edu/engagewest/1826.php>
- We were charged by the President to engage in “thoughtful, deliberate, and inclusive assessment of current efforts and resources, dialogue, and research, provide the President, recommendations to improve diversity and inclusiveness on the campus of UWG. These recommendations should to be in the form of a Diversity and Inclusiveness Plan that encompasses the institutional strategic plan timeframe, 2014-2020, and includes specific goals, objectives, data indicators, and if needed organizational recommendations to implement the plan.”

Actions Implemented

- Benchmark study of peer and aspirant institutions
- Identification of current resources and services
- Engaged consultancy
- Campus Climate Survey

Consultant

- Engaged in committee work prior to visit
- Visited campus April 1-3 met with many campus constituents from students to upper administration
- Provided a report detailing recommendations
- Dr. CJ Woods
 - Associate Vice President for Student Affairs
 - Texas A&M University



Consultant Findings

- Diversity of Faculty and Staff
 - The racial, ethnic, and gender diversity of the faculty and staff is disproportionate to the diversity of the student body. Furthermore, the number of women in leadership roles is also inconsistent with the demographics of UWG.
- Re-establish Institutional Trust
 - Interviews suggested that over time, discussions and decisions regarding diversity and inclusion were not genuine. Due to inaction or lack of commitment by top administrators, a sense of distrust or business as usual regarding diversity became the norm.
- Diversity & Inclusion Capacity Building
 - There are a host of individuals, departments, and offices involved in different aspects of diversity and inclusion at UWG. The challenge is to collectively focus the efforts on institutional culture change by making diversity and inclusion a priority for administration, all colleges, and units.
- Community Building
 - UWG's student community openly self-segregate. Observations and conversations with interviewees reinforced that the campus culture is welcoming once students are affiliated or connected with a social, cultural, ethnic, or religious group. Although not intentional, this culture does not optimize opportunities for students to develop an understanding or appreciation of groups that may have different values, world views, or beliefs.

Continued findings

- Define Diversity
 - Interviews and observations revealed that there is not a clear understanding of the value of diversity at the University of West Georgia. The overwhelming sentiment is that ethnic and racial diversity is all that matters. The PCCI is in the process of developing a definition for diversity for UWG. This definition should recognize diversity broadly and inclusively while differentiating the uniqueness of all groups.
- Creation of a Senior Diversity Officer Position
 - The need for a diversity and inclusion officer was consistent across all groups. Currently, UWG does not have an individual or office charged with marshalling diversity resources and strategically advancing diversity and inclusion efforts.
- Accountability and Reporting
 - Aside from the PCCI and those departments and units with diversity in their mission, there does not appear to be a sense of universal ownership for diversity at UWG. Making the campus welcoming and inclusive should be everyone's responsibility.

Campus Climate Survey information

- Sent via email to 1507 staff and faculty on March 23, 2015
- Survey closed on April 6, 2015
- 595 employees started the survey and 511 finished the survey
- Every question was voluntary
- Question responses rates varied between 525 and 366

Broad survey findings

- Respondents represented diversity across many categories (age, race, ethnicity, gender, disability, veteran, sexuality, & religion)
- There is an appreciation for the efforts being made in the area of diversity and inclusion
- 62.8% of respondents had an overall sense of satisfaction of overall campus community

More findings

- People feel isolated
- Perception is that the make up of leadership is not representative of the campus community
- The variety of responses did not reveal a single area of concern

Next Steps

- Use results to create actionable items
- Host a campus wide Town Hall meeting
- Recommend the hiring of a Senior Diversity Officer

You are invited to the PCCI Town Hall event

Thursday, Sept. 17th at 3:30 pm – 4:30 pm
108.3 Campus Center Ballroom

Committee Updates

Benefits – Meggie Miller

Bylaws – Alex Udin

Public Relations – Allyson Bretch

Staff Development – Nancy Lott

UWG SAC BYLAWS

Revision/Adoption

Wednesday September 9, 2015

- ▶ Candy
- ▶ Swedish Chocolate



SLEEP PREVENTION

- ▶ Overall Review
- ▶ BOR / USG / UWG – Policies and Procedures
- ▶ Are we doing what other USG Institutions are doing?
- ▶ Compare
 - ▶ USG
 - ▶ Kennesaw State – Staff Senate
 - ▶ Georgia Southern
 - ▶ UGA
 - ▶ Valdosta State
- ▶ What sections in the current Bylaws do not make sense, need updating, what do the experts say (Erin and Ashley)?, etc.
- ▶ Started to re-write....

WHERE DID WE START?

- ▶ Proposed UWG SAC Bylaws September 2015

WHAT DID WE CHANGE?

▶ Let's talk....

DISCUSSION



- ▶ Current bylaws state: "...proposed amendments shall be put before the Staff for a vote within 10 working days of the Bylaws Committee report"
 - ▶ " A two-third majority vote of respondents shall be sufficient to adopt the amendment"
- ▶ New proposed bylaws: "The staff advisory Council will have the power to amend its bylaws providing that such amendments be approved by a two-thirds (2/3) majority of the votes cast at two successive meetings of the council. Proposed amendments to the Bylaws will be presented in writing, and should be provided to the voting members of the Staff Council ten (10) days before meeting date. A voice vote will be taken unless a paper ballot is requested by a voting member."

VOTE

1. Council Vote
2. Staff email vote?
3. Adoption

VOTE



**Announcements? Questions?
Concerns? Rumors?**

{IT Assessment Report}

UNIVERSITY OF WEST GEORGIA | AUGUST 2015

plante
m
moran

audit • tax • consulting

Executive Summary

Overview

The University of West Georgia (UWG) recognizes that the rapid pace of change in information technology has created new opportunities and demands for Information Technology Services (ITS). ITS' charge is to provide innovation, customer-focused services, effective leadership and planning and a robust technical infrastructure to support University goals. Given this charge and the technology changes in the industry, UWG saw it appropriate to assess ITS' capabilities today and identify potential improvements for the future.

Plante Moran (PM) was engaged by UWG to provide a comprehensive review of technology infrastructure, staffing levels, organizational alignment, budget adequacy, and service delivery models. To accomplish these objectives, we met with the Steering Committee, conducted an end user survey, reviewed existing ITS documentation, met with ITS staff and a broad cross-section of end users and compared the institution against best practices. This comprehensive IT Assessment Report documents the current state of ITS resources and delivery methods, and also provides recommendations for allocating and directing resources to meet the future needs of students, faculty, staff and the campus community.

Along with the rapid change of technology itself, IT organizations across all industries have had to grow and adapt their leadership styles and delivery methods to meet organizational expectations. IT is no longer just about the quality of the technology, skills of the IT practitioners, and responsiveness of end user support; but, rather IT has to bring 'business' value to the enterprise itself.

One of our overarching recommendations is for the **ITS Leadership Team to develop in the area of creating and leading a technology vision and strategy**, and articulate this to the enterprise. The vision and strategy need to not only keep pace with technology changes in the industry, but must also anticipate the structures, resources, partnerships, and governance and delivery models that are needed to realize key outcomes. And, the ITS Leadership Team needs to be agile in order to adapt the vision and strategy on a continual basis to quickly respond to changing needs. Given the level of strategic importance of technology at UWG and the fact that technology affects every area of the institution, ITS' leadership needs to be elevated to an appropriate influential and decision-making level.

One of the more significant leadership changes being recommended is to create a new Vice President of Information Technology Services position. We also recommend that the existing Chief Information Officer (CIO) position be recast as a Chief Technology Officer (CTO) with a focus on infrastructure and user services, reporting to the V.P. of ITS position.

Along with the need for new leadership acumen and structure is the need for a **radical change to the IT governance process**. Currently, there are multiple technology decision-making processes and prioritization methods, some that are inclusive of ITS and some independent of ITS. There are also multiple sources of technology funding. The lack of a clear technology governance framework and ITS not being the top technology authority guiding all processes makes it very difficult to develop and articulate the technology vision and strategy in the organization. We are recommending a new governance framework that is executed through an IT Steering Committee (technology recommendations), IT Executive Committee (technology approval) and several cross-functional committees that will work directly with ITS to identify and pursue new opportunities for technology improvements for students, faculty and staff. We are also recommending that the new Vice President

of ITS position be the consistent, authoritative lead through all aspects of the governance framework, rather than other non-ITS leaders in the institution, as is present.

In addition to strong, forward-looking leadership and solid governance for decision-making and execution, today's IT organizations **need to balance between operations and innovation**. Being innovative and meeting the modern expectations of the enterprise, particularly with key business processes, is evidenced by a very different set of characteristics, namely **agility, speed and partnerships**. Although ITS has implemented some technology innovations, there is opportunity to significantly accelerate progress in this area. More than being valued in an operational sense, an agile and innovative ITS organization could play a more vital role in both the goals of the UWG Strategic Plan and the spirit of the Go West Initiative.

The recommendations concerning the ITS organization and governance structure will enable greater agility and innovation. The changes will align and balance resources between operations and innovation, and hone leadership in more effective ways. Also, we are recommending developing and/or recruiting new skills into ITS including business analysis, analytics and business intelligence, agile systems development and cloud solutions.

All of these changes working together will have the effect of creating new vision and strategies as well as producing new technology enhancements that support the goals of the UWG Strategic Plan. Additionally, we observed several current projects and opportunities that can demonstrate technology innovation leadership and provide a 'technological boost' for the University in the nearer term. The projects include the web transformation, Wi-Fi upgrades, VoIP telephony, and improved self-service reporting/analytics capability.

A key to implementing the changes and maximizing the success for the ITS organization is the need to **create a new brand and culture within the department**. The new brand and culture should focus on adding business value, being responsive to business opportunities and providing transformational changes for students, faculty and administrative staff, from top to bottom. An example is to develop a new on-demand, self-service business intelligence (analytics and metrics) platform to replace the current library of customized reports. The new platform would enable the entire organization to evaluate and anticipate its position in the competitive and challenging economic landscape for higher education.

Finally, we anticipate that the success of these recommendations will require **a significant economic and human capital investment**. ITS will need to work closely with the Finance and Human Resources areas as well as the Executive Leadership Team to support the magnitude of changes needed.

IT ASSESSMENT QUESTIONS

The University is seeking answers to the following questions:

1. *How able and prepared is the current ITS Organization (structure, leadership, staffing levels, training, skillsets, certifications) to support the University's technology needs?*

There are many new forces at play in technology, namely mobility, social media, cloud-based technologies, and large complex data architectures. End users and business process owners are desiring to play a more active role in developing technology solutions and there are many external service providers willing to offer products. And, these service providers - mainly due to cloud enablement - are directly accessible by users. The expectations of end customers, namely students, have greatly risen in all of the areas mentioned above. The pace of technology change and new technology adoption has dramatically risen, challenging legacy change management processes and governance.

Today's IT leadership must provide clarity of vision out of a seemingly 'chaotic' landscape. IT leadership must enable new creative innovation partnerships with users and with outside providers and partners. Often, IT is helping to develop technology savviness with peer business leaders in the organization. And, in many cases, IT is participating in technology activities with the end customers. Strong leadership, even more than technical expertise at the executive levels, has become an imperative.

Although ITS has had some success dealing with these technological and business changes, ITS could benefit from organizational structure changes and staff development to strengthen leadership competencies. We believe that the University should create a new position of Vice President of Information Technology Services with the authority to strategize and lead technology activity and partnerships in the University. We also recommend restructuring of the ITS department to organize around three areas: 1) **operations** and service; 2) application **innovation** and analytics; and 3) **administration** (including security and project management). Reclassify the current CIO position as Chief Technology Officer (CTO) with responsibility for IT operations and customer service. This will allow the VP of ITS to focus primarily on vision and strategy development, lead the execution of the vision within the organization, and to create new agile innovative partnerships and activities. See our recommendations under **O.2.1** for additional organizational recommendations.

Along with the organization chart changes, we recommend a shift in skills and approach, including:

- Reduce and/or eliminate custom report programming and rely on contemporary packaged software capability and advanced reporting and analytic platforms.
- Develop, grow and leverage business analyst capabilities to ensure that major ERP applications are implemented and used effectively as new business opportunities are identified.
- Establish and rely on new IT Working Committees (see response to **Question 2** below and associated recommendation **O.1.1**) for effective partnering, projects identification and prioritization, communication and functionality.

The above changes should be complemented by a rigorous training and certification program. We have observed that except for some formalized 'generalized' leadership training for key individuals through UWG's Leadership Development Institute, there has not been sufficient training and certification for ITS staff.

Based on our evaluation of the self-assessment skills exercise completed by the ITS staff and the relation to their areas of work, a number of critical skills for each of the ITS teams have been identified in both IT leadership and technical areas. The detailed skills needs and assessment is included in **Appendix C**.

A summary of critical areas where training is required is as follows:

- Network (wired / wireless) technologies
- Network security monitoring
- Server management & monitoring
- Disaster Recovery Planning
- Business processes & process improvement
- VoIP system administration & monitoring
- Campus ERP applications, Oracle and PeopleSoft
- Database systems
- Customer service training

Finally we recommend that ITS work closely with Human Resources to create a comprehensive human capital change and opportunity plan. The following are the highlights for HR assistance:

- Helping to build a new positive and innovative culture and striving to improve Engage study results
- Creating an overall staff development plan. Specifically, helping to find non-technical training resources for leadership skill development and cross functional team management
- Creating new workflows that will enable ITS to work across its teams and with cross-functional teams in a more productive manner
- Creating accountability standards for ITS leadership and building performance workflows to ensure accountability

2. *What are the recommended approaches for providing appropriate IT support services to the divisions?*

Governance

The lack of a comprehensive IT governance model at UWG makes it very difficult to align user expectations, ITS' capability/resources, funding, and strategic goals and outcomes. In conjunction with the organizational changes recommended in the answer to **Question 1** above, the University needs a comprehensive and effective way to lead policy development, initiative prioritization, planning and spending. The current multiple governance and funding processes should be streamlined.

The following summarizes the new IT governance framework that is detailed in the **Observations and Recommendations** section of this report:

- Create and communicate to the University a new governance framework using **Appendix A** as a guide.
- Establish a Vice President of Information Technology Services position as described in the answer to **Question 1** above.
- Create an Executive IT Committee made up of the President, VP of Technology, VP of Business and Finance, VP of Student Affairs, VP of University Advancement and the Provost. This Committee will have the final authority for approving the strategic plan, policies, projects and funding.

- Create a new IT Steering Committee, chaired by the VP of ITS, charged with assisting/ advising the VP regarding IT strategies, technology projects, priorities, funding models, service level agreements, appropriate metrics and requests for new funds.
- Create new IT Working Committees made up of ITS and cross functional representation as described in more detail in **Appendix B**. The IT Working Committees will make recommendations to the IT Steering Committee for consideration. These committees will greatly enhance communications, refine requirements, meet expectations and open the door for new collaborations.

Innovation (Academic and Administrative)

In addition to the existing focus on operations and end user support, ITS needs to increase focus on business process and innovation including end-customer innovations, enterprise applications, reporting and analytics, partnering, and agile solutions. A number of the new IT Working Committees will have innovation as an area of focus.

IT Strategic Plan

A formal and comprehensive IT Strategic Plan that can adapt to the changing needs of the University is a vital asset to direct technology resources effectively. The current plan provides a conceptual statement of alignment with the UWG Strategic Plan and broad service goals aligned with academic and administrative needs. What is needed in a new plan is a vision, developed in conjunction with the IT Steering Committee that creates a picture of where technology is headed at UWG, and what role the IT organization and the University will play in its execution. The plan also needs to clearly establish strategies and outcomes that can be evidenced through specific technology projects and initiatives. The measurable impacts to students, faculty and staff should be evident. Finally, the Plan should provide a lens into technologies like cloud, mobility, analytics, and social media.

Communications

ITS needs to dramatically improve its channels and methods of communications. We recommend a new web site that has only updated and accurate information. ITS should work with Marketing to create a branded message of the ITS vision, plan, business value, service delivery methods, resources and portfolios. The site should also include helpful guides for policies and the use of student, faculty and administrative systems. But, this should not be organized in a lengthy list of links as in the current site. Use the site to communicate anticipated interruptions/upgrades and enhancements as well as sharing successes and advancements.

The new governance framework and associated committees will also provide new opportunities to communicate on an ongoing basis.

The service desk survey should be retooled so that it is anonymous and provides good feedback to ITS and the community. The current surveys suggest that the help desk is operating at very high levels; however, we obtained feedback that did not support that data. ITS should also perform an annual comprehensive user satisfaction survey in the style that was used for this engagement.

Budgeting

We recommend using the new governance process to completely revamp the budgeting model for ITS. The result should provide a streamlined funding flow that clearly aligns the approved plans with user expectations and directs ITS resources in an appropriate and planned manner. A key component in this change is to have an IT Steering Committee play a central role in determining project priorities, project management responsibilities and ensuring one-time and ongoing costs are considered. In addition, a replacement plan for new technology purchases should be established along with the initial funding request. Specific details have been identified in the Observations and Recommendations section later in this report.

3. *What are the gaps in the ability of the current technology infrastructure (systems and applications) to meet the needs of the institution now and in the future?*

Networks and Data Center

Based on our observations, the overall network infrastructure (including the data center, virtualized and non-virtualized servers, distributed networks, security systems and Internet services) is adequate to support current and near-term needs of the University. In spite of a recent issue of slow network traffic in the afternoons, overall network reliability and availability is high. ITS should make sure this problem is not indicative of potential future capacity issues. With the recent changes to the network architecture, we concur with the Enterprise Technical Services (ETS) staff that the network has transformed from a high capacity-only network to a high capacity with high availability network infrastructure.

The transformation notwithstanding, there are some needed improvements to optimize the network infrastructure. These include:

- Accelerate and complete the Wi-Fi upgrade currently underway
- Finalize the budget and complete the implementation of the new VoIP telephony system. The telephony system should be considered as an enterprise resource and funded accordingly rather than the current model which requires each department to identify funding for their own handsets.
- Complete the migration of the Sun-based Oracle servers to the virtualized environment utilizing the Linux operating system.
- Centralize all campus servers at the data center and virtualize where possible.
- Introduce Internet redundancy by leveraging the high speed connection to the disaster recovery provider.
- Develop a cloud strategy to further leverage cloud solutions.

We noted some concerns regarding the location of the existing data center. We recommend that the University defer comprehensive upgrades to the fiber optic backbone until a determination has been made regarding a potential data center move, recognizing that it may be necessary to replace certain portions of the fiber to maintain reliability connectivity.

The overall network security is basic and is currently not configured to address advanced threats from internal and external sources. In addition, network and security management tools must be enhanced. Some of the components necessary to address network-based threats are available but have not been implemented due to lack of proper training, which is currently being addressed.

While the University has a Disaster Recovery Plan (DRP) in place, there is no strategy document identifying the criticality of the data and acceptable downtime on an application-by-application

basis. The University should invest the necessary resources to develop a DRP that identifies the Recovery Point Objective (RPO) and Recovery Time Object (RTO) for all systems/applications currently in use. The DRP should also include a detailed procedure to bring systems (hardware, applications and associated data) back online in the event of a catastrophic event at the data center.

The current data backup strategy should be reviewed to address data residing at both campuses (Carrollton and Newnan). At a minimum, the strategy should include classification of data based on criticality, retention needs and alignment with the DRP's RPO and RTO.

UWG utilizes cloud-based solutions offered through the University System of Georgia, namely PeopleSoft, CourseDen and ADP. The balance of major systems are provided through premise-based servers, both virtual and non-virtual. Cloud-based solutions for infrastructure, application systems and entire platforms have become a viable alternative in the industry. Some of the reasons for considering cloud vs. traditional alternatives include total cost of ownership, implementation and change agility, and scalability and nimbleness. We encourage UWG to continue to consider cloud approaches as alternatives to premise and develop a hybrid strategy for the data center and applications.

Enterprise Applications, Databases and Reporting

Banner, PeopleSoft, CourseDen and ADP are solid choices solutions for student information systems, financial, learning management and HR/payroll, respectively. We recommend that once the IT Working Committees (see response to **Question 3** below and associated recommendation **O.1.1**) are in place, the respective committees, in conjunction with ITS, assess and document functionality and use of the systems. It would also be helpful to measure the use of these major applications against peers.

An area needing significant improvement related to enterprise applications is robust reporting and analytics capability, using a data mart and off the shelf reporting tools. UWG ITS has developed over 3,000 custom reports and approximately 1,500 are still active. Moving to a new reporting platform and utilizing a template and parameter-based reporting approach would reduce custom development costs and provide better tools in the present and future.

The new web architecture and site design is vital to UWG's success; the current site is known to be out of date, highly customized and difficult to maintain. A new site can provide a more robust and flexible platform for the new Go West Initiative. In addition to updating the web site design, navigation scheme and content management system (CMS), UWG has the opportunity to position the new platform for mobile apps, social media, conversion tracking, SMS texting, geo positioning, and interfacing with digital marketing systems and customer relationship management systems (CRM).

4. *What are the recommended metrics that need to be developed to assess organizational progress and to address gaps in infrastructure, staffing and service?*

The following metrics should be considered to help assess ITS capabilities and resources as well as convey the overall business value of ITS to the enterprise:

- Performance against measures in Service Level Agreements
- Service desk tickets performance including average time to close, maximum time to close, reopens and anonymous ratings
- Customer satisfaction survey – annual and post-service desk call

UNIVERSITY OF WEST GEORGIA – IT ASSESSMENT

- Targeted user surveys after major upgrades and events. Targeted surveys/discussion after key peak cycles (e.g., major ERP upgrades)
- Network bandwidth spike periods, daily average over the week (e.g., no more than 15 minutes total each day)
- Percentage of project dollar spend by functional area. FTE hours breakdown by application portfolio
- Percentage of projects completed on time and within budget
- Wi-Fi and network switch port utilization
- Major incident and scheduled upgrade downtime by application portfolio
- IT spend ratio (operations vs innovation)

Include reporting on performance against the metrics on the new ITS website.

KEY OPPORTUNITIES

Many of the areas reviewed resulted in multiple opportunities for the University of West Georgia's consideration. The top opportunities are listed below. Additional opportunities are documented in the next section; a comprehensive list of all opportunities is included in **the Detailed Observations and Opportunities** section.

1. Establish a new V.P. of ITS position
2. Restructure ITS and create a comprehensive staff development plan
3. Establish a new governance framework, including cross-functional working committees
4. Complete a comprehensive IT Strategic Plan aligned with the UWG Strategic Plan
5. Address funding model to adequately support IT
6. Create a means to communicate ITS' vision, strategy, performance and successes
7. Increase focus on security including security roles, action plans and DRP
8. Complete major outstanding infrastructure and technology initiatives, including reliable accessible Wi-Fi, VoIP telephony and the new web site

IT Assessment Report

UNIVERSITY OF WEST GEORGIA

plante
moran

audit • tax • consulting

Contact Information:

Judy Wright | 248.223.3304
judy.wright@plantemoran.com

Marvin Sauer | 248.223.3120
marvin.sauer@plantemoran.com