ITS Executive Steering Committee (ITESC)

Agenda and Materials
August 17, 2007

Agenda

- LUMC Update – Art Krumrey
- PMO Overview – Jim Roberts
- Prioritization Exercise – Everyone
- ITS Capacity Estimates – Susan
- ITS Benchmarking – Susan

LUC/LUMC Administrative Services Scorecard August, 2007

Technology/ Operation	Unhealthy	LOYOLA UNIVERSITY CHICAGO est. 1870	Healthy
Financial System/General Ledger	Business processes not automated. Systems not reliable. Information not accessible by end users.	⬤➡	Business processes automated by reliable systems. Information readily accessible by end-users. *Status: Lawson V9 upgrade will make access friendlier.*
Human Resources/ Payroll System	Business processes not automated. Systems not reliable. Information not accessible by end users.	⬤➡	Business processes automated by reliable systems. Information readily accessible by end-users. *Status: Lawson V9 upgrade will make access friendlier.*
SSOM SIS Integration	System's do not exchange data.	⬤	Systems exchange data to fully meet business needs. *Status: integration with Peoplesoft planned after Peoplesoft upgrade.*
SSOM Employee Self-service	Self-service not available	⬤➡	Self-service in production for all employee functions. *Status: Shared Directory required; Lawson self-service functions to be added in FY08.*
Intercampus Connectivity (network)	No connectivity, no sharing of directories, no website linkages.	⬤➡	Seamless online directory, website links to one another, integrated GroupWise mailing lists. *Status: see Shared Directory progress report.*
Intercampus Videoconferencing	No capabilities.	⬤➡	LUMC linked to Lakeside campuses with readily available and easy to use videoconferencing. *Status: LUMC IT received funding in July for new HD facility.*
Imaging Solution	Part of Financial Systems.		
LDAP Authentication	In intercampus connectivity.		

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What is a PMO?

- A Project Management Office (PMO) is an organizational unit designed to coordinate the management of projects within its domain.*

- A PMO strives to _standardize_ and introduce a _repeatable_ project delivery process and can be a source for _documentation_, _guidance_, and _metrics_ on the practice of project management and execution.

*Project Management Institute, Project Management Body of Knowledge (PMBOK), 2003

Basic Types of PMOs

<u>Directive</u>: *runs projects; project managers report to the PMO director*

<u>Supportive</u>: *provides standards, mentoring, and training*

<u>Controlling</u>: *enforces standards through project reviews and governance*

Why use a PMO?

- Industry-wide, fewer than 30% of IT projects are successful.[1]
- Why do Projects Fail? [2]
  - Poor planning
  - Unclear goals and objectives
  - Objectives changing during the project
  - Unrealistic time or resource estimates
  - Lack of executive support and user involvement
  - Failure to communicate and act as a team
  - Inappropriate skills
- All of these can be improved with better project management

[1]Standish Group (Chaos Report)

[2]Coverdale Organization (Cushing, 2002)

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"IT organizations that establish enterprise standards for project management, including a project office with suitable governance, will experience half the major project cost overruns, delays, and cancellations of those that fail to do so."

Gartner Research,
The Project Office: Teams, Processes, and Tools, August 2000

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Benefits of a PMO

- Standardize processes and improve standards
- Align IT and institutional objectives; improve institutional integration
- Leverage project management experience; transfer knowledge
- Improve cross-departmental lines of communication
- Provide continual education, communication and mentorship
- Centralize project oversight

Resulting in* ….

- 38% improvement in customer satisfaction
- 37% improvement in alignment with strategic goals
- 33% improvement in cost/hours estimating
- 32% improvement in quality
- 32% improvement in schedule performance

*2003 Center for Business Practices study of the value of
project management processes in organizations

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The Loyola ITS
Project Management Lifecycle

Origination

Initiation

Planning

Execution

Closeout
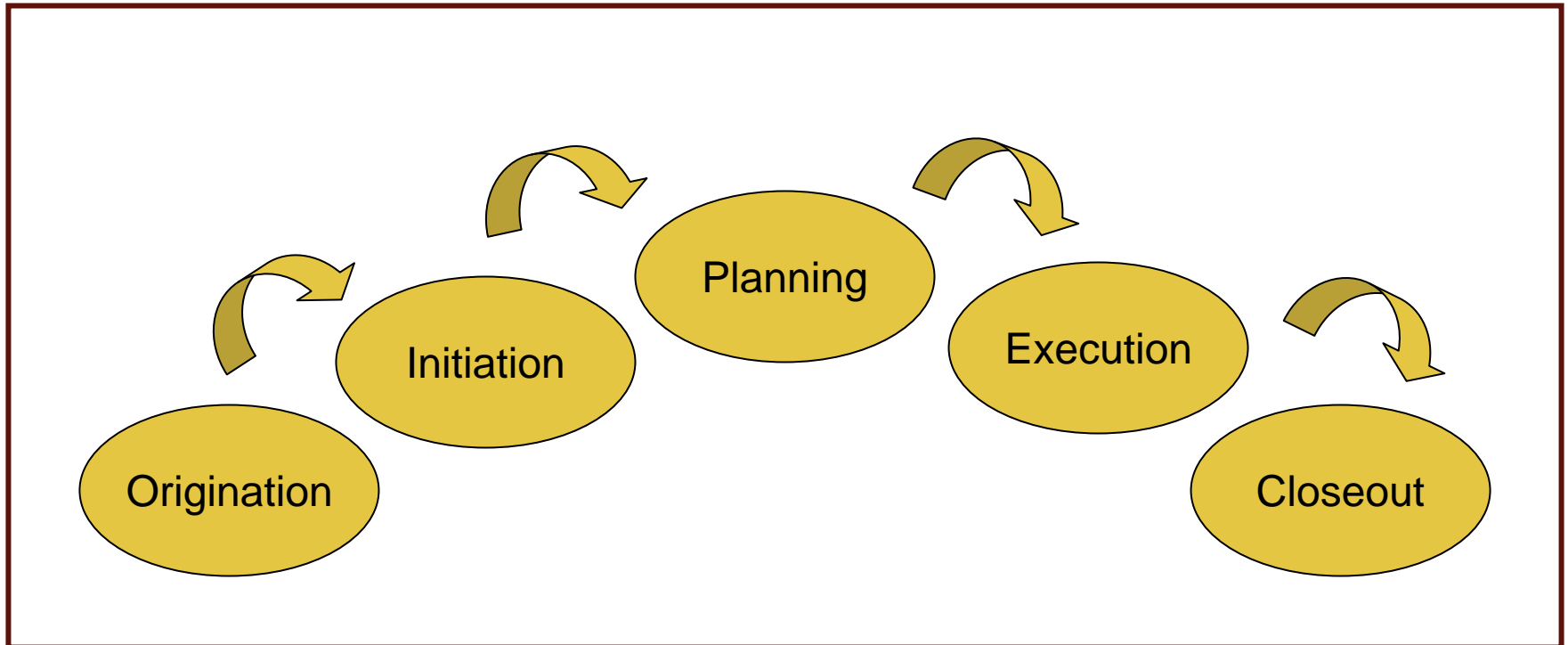
The Loyola ITS Lifecycle in Detail

ORIGINATION

- Request from user
- Develop Project Proposal
- Evaluate Project Proposal
- Notify Requestor
- Assign Project Manager

Project Mgmt. Docs
- N/A

Admin. Docs
- Project Proposal
- Proposal Rating
- Decision Notification
- Project Manager Assignment

INITIATION

- Identify Definition Team
- Conduct Initiation Kickoff
- Define the Project
- Sponsor's Approval
- Staffing Commitments
- Create Initial Project Plan
- Sponsor's Approval
- **STOP**
- Gate Review

Project Mgmt. Docs.
- Project Definition
- Staffing Commitment
- Initial Project Plan

Admini. Docs.
- Gate Review Decision

PLANNING

- Conduct Planning Kickoff
- Conduct Detailed Planning
- Update Project Plan
- Sponsor's Approval
- **STOP**
- Gate Review

Project Management Documents
- Requirements and Design*
- Project Plan

* Project type specific

Administrative Documents
- Gate Review Decision

EXECUTION

- Conduct Execution Kickoff
- Begin Execution
- Manage Scope, Issues, Risks
- Manage Execution Quality
- Manage Changes
- Testing
- Implementation and Transition
- Manage Client Acceptance

Project Management Documents
- Weekly Status
- Update planning documents
- Test Scenarios
- Approvals
- Project Acceptance

Administrative Documents
- Project Portfolio Dashboard

CLOSEOUT

- Solicit Feedback
- Conduct Project Assessment
- Make process recommend-ations
- Provide performance feedback
- Archive project
- **STOP**
- Gate Review

Project Mgmt. Docs.
- Post-Implementation Report
- Process Mod. Recommendation
- Team Member Reviews
- Doc. Inventory

Admin.Docs.
- PMO project Closeout

Loyola ITS Standard Templates

- Project Proposal
- Project Definition Document
- Meeting Agendas and Summaries
- Executive Update
- PMO Weekly Summary Status

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Challenges and Next Steps

- Not a quick fix
  - Organizations with PMOs < 1 year old report a 37% success rate increase
  - Organizations with PMOs > 4 years report a 65% success rate increase
- No uniform recipe for implementation success
  - Must be appropriate for the organizational culture
- Not a silver bullet
  - Project success still depends on the talent and commitment of ITS and Institutional Staff
- We will continue to improve our process and educate staff

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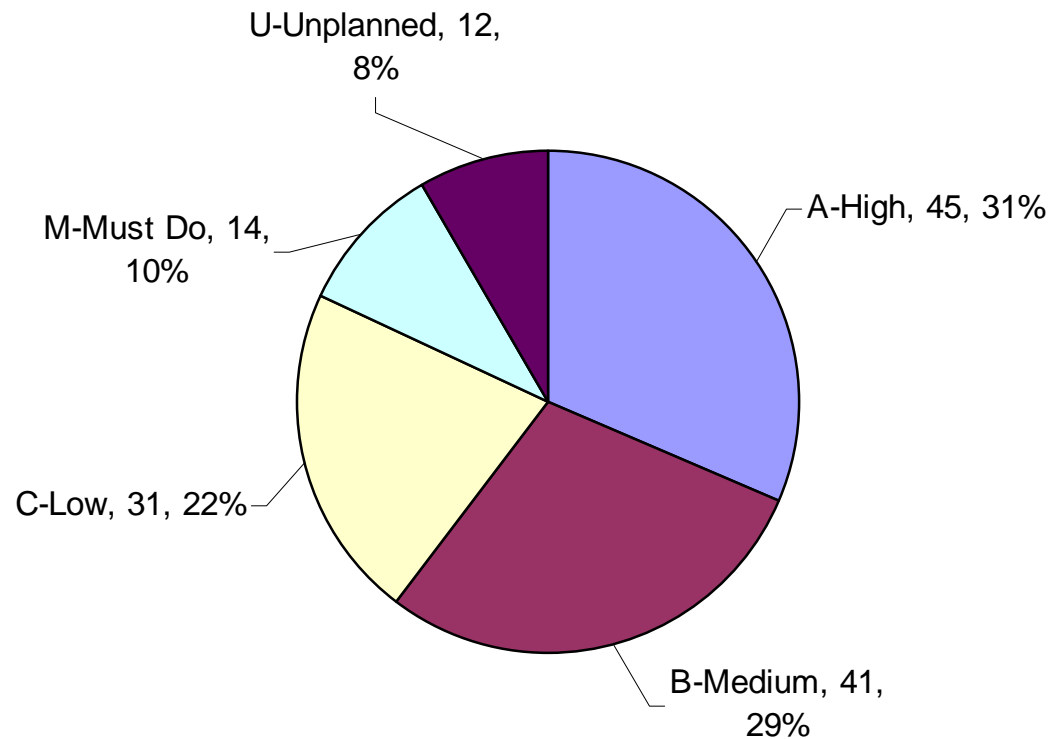*Preparing people to lead extraordinary lives*

Questions?

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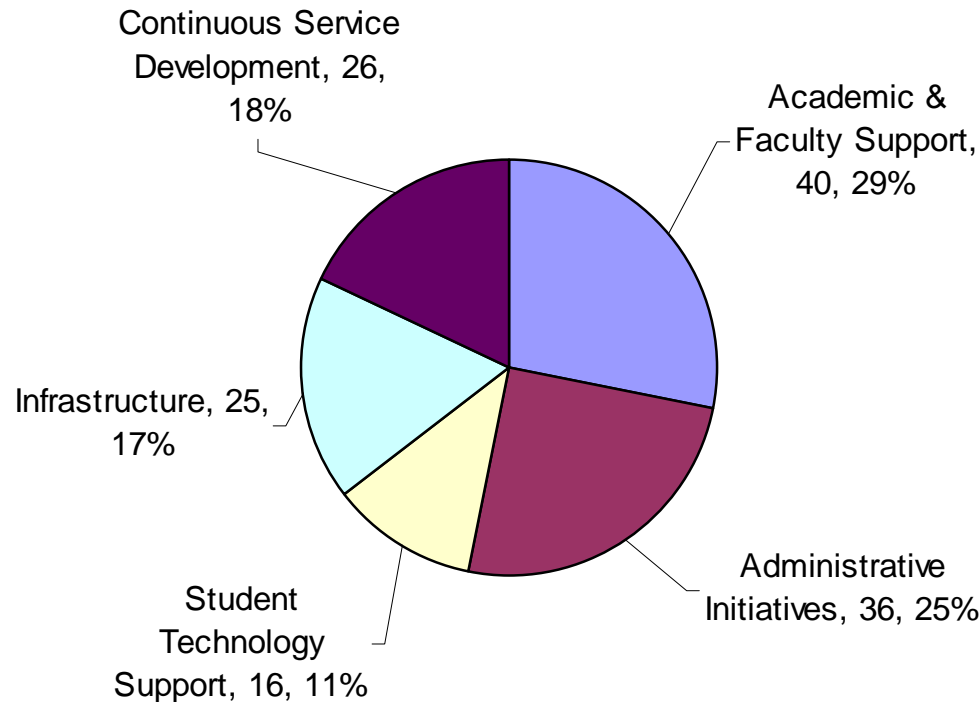# ITS Projects by Priority

FY08 Q1-Q2 Projects by Priority

U-Unplanned, 12, 8%

M-Must Do, 14, 10%

A-High, 45, 31%

C-Low, 31, 22%

B-Medium, 41, 29%

Data as of 08/17/2007

143 Projects

ITS Projects by Strategic Alignment

FY08 Q1-Q2 Projects by Strategic Alignment

Continuous Service Development, 26, 18%

Academic & Faculty Support, 40, 29%

Infrastructure, 25, 17%

Student Technology Support, 16, 11%

Administrative Initiatives, 36, 25%

Data as of 08/17/2007

143 Projects

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Qualifying Characteristics

1. Enhances Learning/Supports Teaching & Research Initiatives
2. Advances Student's Positive Experience at LUC/Increases Retention
3. Improves Service
4. Improves Efficiency or Effectiveness
5. Reduces Risk of Failure/Improves Security
6. Has Strong Sponsorship (Owner Commitment & Funding)
7. Client Community is Ready to Use
8. Technology Complies with LUC Standards and Integrates Well
9. Project is Clearly Defined and Benefits are Measurable

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Prioritization Worksheet

Priority	Row Nbr	PSS Nbr	Project Description	Your Ranking
A	1	660	Allow students to add Rambler Bucks and charge to student account in LOCUS	
A	2	640	LOCUS Enhancements: Requested Rooms report over time by department	
A	3	665	Upgrade to MarketPlace 4.0	
A	4	523	Provide technical support for Parking services in the transition to LIDS from SSNs in their MAXxess parking system	
A	5	641	Load Previous Education to LOCUS from Grad R-Plus	
A	6	632	LOCUS Enhancements: Correcting unpaid balance on Self-Service Make A Payment page.	
A	7	638	LOCUS Enhancements: Recording Student Dismissal reasons in LOCUS	
A	8	639	LOCUS Enhancements: Recording Student Withdrawal reasons in LOCUS	
A	9	428	Online Card Office Replacement - Support In-House for Rambler Bucks	
A	10	417	BCDR - Locus failover capability LSC/WTC	
A	11	320	LOCUS Enhancements: - Self Service Apply for Graduation	
A	12		Peoplesoft Server Hardware Upgrade	
A	13	423	Blackboard Campus Card - switch from Social Security Number to LID as the primary key within the Blackboard database.	
A	14	560	BCDR - Web Presence at WTC & LSC	
A	15	317, 629, 667	LOCUS Campus Solutions 9.0 upgrade	
A	16	672	Student System reporting upgrade (OBIEE/Analytics)	
A	17	174	Faculty Administration System-web based system	
A	18	464	RMS Housing application upgrade	
A	19	312	Wellness Electronic Medical Records	

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ITS Capacity Estimates

	ATC	INF	SIC	PAQS	CIO Office	TOTAL
HC-Full Time	18	25	30	6	4	83
HC-Part Time	0.64	0.64	0.53	-	-	1.81
Hours	36,348	49,998	59,534	11,700	7,800	165,380
Staff %	28%	20%	22%	25%	25%	23%
Staff Hours	10,018	10,095	13,330	2,875	1,950	38,266
Support %	60%	60%	37%	17%	59%	49%
Support Hours	21,627	29,809	22,158	2,045	4,583	80,222
Project %	13%	20%	40%	58%	16%	28%
Project Hours	4,703	10,095	24,046	6,780	1,268	46891

STAFF = Vacation, Sick, Management of Staff, Staff Meetings, Training, Conferences etc.
SUPPORT = Operational/Ongoing Work and Services, Maintenance, Troubleshooting, Bug Fixing
PROJECT = Targeted effort with fixed scope and time

Data as of 08/17/2007

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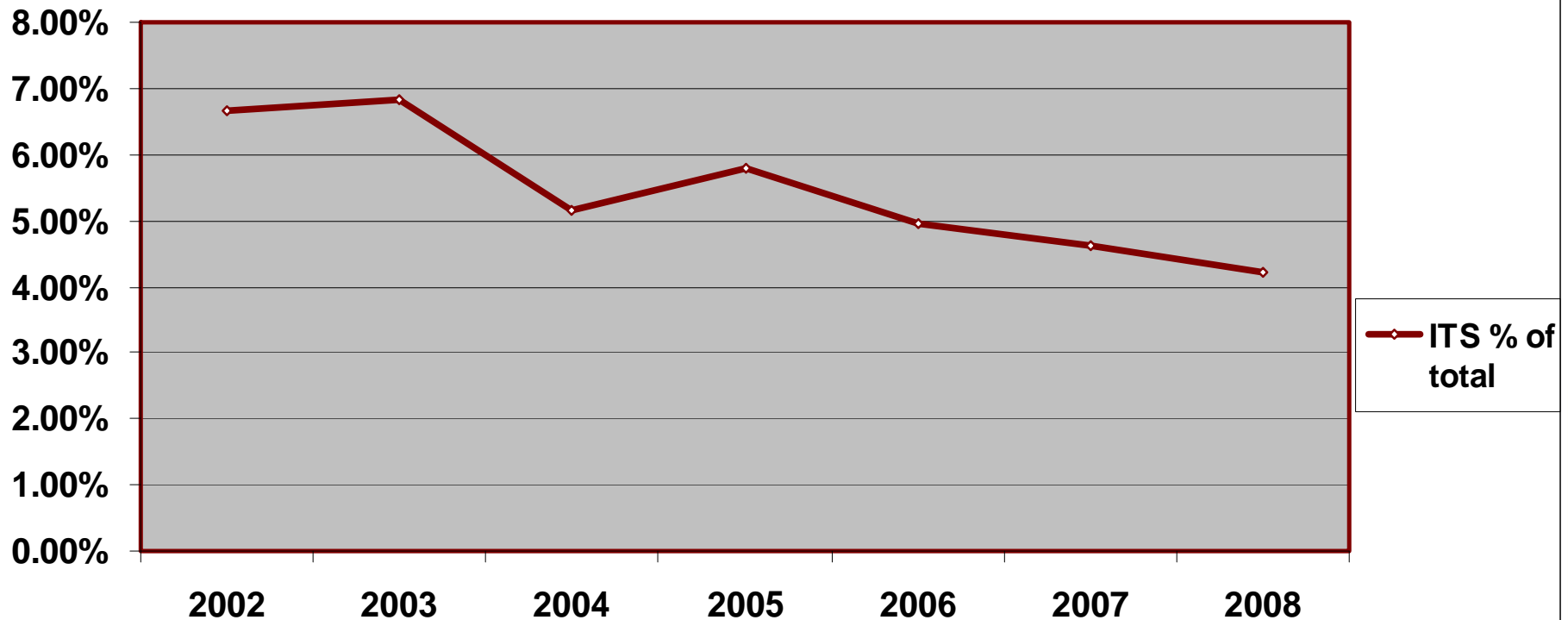LOYOLA
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ITS Budget Benchmarking

budget reflected in millions

	2002	2003	2004	2005	2006	2007	2008
LUC BUDGET	$154.8	$144.5	$142.2	$163.8	$208.0	$249.7	$297.6
ITS BUDGET	$10.3	$9.9	$7.3	$9.5	$10.3	$11.5	$12.5
ITS as % of LUC	6.65%	6.83%	5.16%	5.80%	4.94%	4.62%	4.21%

ITS % of total LUC Budget

Range of Centralized IT Budgets as a Percentage of Institution Operating Budget (E&G)

Institutional Type	Typical Range	Mean
Research/Doctoral	3%-6.5%	4.2%
Masters	4%-7.5%	5.2%
Bachelor's Degree	4%-7%	5.1%
Community Colleges	5%-7.5%	7%

Next Meeting Agenda

- Student System Project Review
  - Clare Korinek and Kevin Smith
- Review and Discuss Combined Prioritization Results