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
<table>
<thead>
<tr>
<th>Technology/Operation</th>
<th>Unhealthy</th>
<th>Healthy</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSOM SIS Integration</td>
<td>System’s do not exchange data.</td>
<td>Systems exchange data to fully meet business needs. Status: integration with Peoplesoft planned after Peoplesoft upgrade.</td>
</tr>
<tr>
<td>SSOM Employee Self-service</td>
<td>Self-service not available</td>
<td>Self-service in production for all employee functions. Status: Shared Directory required; Lawson self-service functions to be added in FY08.</td>
</tr>
<tr>
<td>Intercampus Connectivity (network)</td>
<td>No connectivity, no sharing of directories, no website linkages.</td>
<td>Seamless online directory, website links to one another, integrated GroupWise mailing lists. Status: see Shared Directory progress report.</td>
</tr>
<tr>
<td>Intercampus Videoconferencing</td>
<td>No capabilities.</td>
<td>LUMC linked to Lakeside campuses with readily available and easy to use videoconferencing. Status: LUMC IT received funding in July for new HD facility.</td>
</tr>
<tr>
<td>Imaging Solution</td>
<td>Part of Financial Systems.</td>
<td></td>
</tr>
<tr>
<td>LDAP Authentication</td>
<td>In intercampus connectivity.</td>
<td></td>
</tr>
</tbody>
</table>
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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

Directive: runs projects; project managers report to the PMO director

Supportive: provides standards, mentoring, and training

Controlling: 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

¹Standish Group (Chaos Report)
²Coverdale Organization (Cushing, 2002)
“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.”

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
The Loyola ITS Project Management Lifecycle

Origination → Initiation → Planning → Execution → Closeout

Preparing people to lead extraordinary lives
The Loyola ITS Lifecycle in Detail

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

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

**PLANNING**
- Conduct Planning Kickoff
- Conduct Detailed Planning
- Update Project Plan
- Sponsor’s Approval

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

**CLOSEOUT**
- Solicit Feedback
- Conduct Project Assessment
- Make process recommendations
- Provide performance feedback
- Archive project

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Project Mgmt. Docs
- N/A
- Admin. Docs
- Project Proposal
- Proposal Rating
- Decision Notification
- Project Manager Assignment

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

Admin. Docs
- Gate Review Decision

Project Management Documents
- Requirements and Design*
- Project Plan

Administrative Documents
- Gate Review Decision

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

Admin. Docs.
- PMO project Closeout

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Loyola ITS Standard Templates

- Project Proposal
- Project Definition Document
- Meeting Agendas and Summaries
- Executive Update
- PMO Weekly Summary Status
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
Questions?
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ITS Projects by Priority

FY08 Q1-Q2 Projects by Priority

- U-Unplanned, 12, 8%
- M-Must Do, 14, 10%
- C-Low, 31, 22%
- B-Medium, 41, 29%
- A-High, 45, 31%

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%
- Administrative Initiatives, 36, 25%
- Student Technology Support, 16, 11%

Data as of 08/17/2007

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

Data as of 08/17/2007

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

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
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### ITS Budget Benchmarking

*Budget reflected in millions*

<table>
<thead>
<tr>
<th>Year</th>
<th>LUC Budget</th>
<th>ITS Budget</th>
<th>ITS as % of LUC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$154.8</td>
<td>$10.3</td>
<td>6.65%</td>
</tr>
<tr>
<td>2003</td>
<td>$144.5</td>
<td>$9.9</td>
<td>6.83%</td>
</tr>
<tr>
<td>2004</td>
<td>$142.2</td>
<td>$7.3</td>
<td>5.16%</td>
</tr>
<tr>
<td>2005</td>
<td>$163.8</td>
<td>$9.5</td>
<td>5.80%</td>
</tr>
<tr>
<td>2006</td>
<td>$208.0</td>
<td>$10.3</td>
<td>4.94%</td>
</tr>
<tr>
<td>2007</td>
<td>$249.7</td>
<td>$11.5</td>
<td>4.62%</td>
</tr>
<tr>
<td>2008</td>
<td>$297.6</td>
<td>$12.5</td>
<td>4.21%</td>
</tr>
</tbody>
</table>

![ITS % of total LUC Budget](chart.png)

- ITS % of total LUC Budget
<table>
<thead>
<tr>
<th>Institutional Type</th>
<th>Typical Range</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research/Doctoral</td>
<td>3%-6.5%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Masters</td>
<td>4%-7.5%</td>
<td>5.2%</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>4%-7%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Community Colleges</td>
<td>5%-7.5%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Next Meeting Agenda

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