

Administrative Working Group Engineering at Illinois IT Governance Academic Year 2016-2017 Assessment

July 21, 2017

Kris Williams, Materials Research Laboratory (Chair)

Jeannette Beck, Electrical and Computer Engineering

Aaron Darnell, Computer Science

Tessa Hile, Engineering Administration\Finance

Jay Menacher, Materials Science and Engineering

Rhonda McElroy, Engineering Administration\Graduate Programs

Umberto Ravaioli, Engineering Administration \Undergraduate Programs

Lori Willoughby, Engineering Administration\HR

Jim Hurst, Engineering IT Shared Services (*ex-officio*)

Overview

A committee of departmental and college administrators was charged in Fall 2016 [Appendix 1] to serve as the Administrative Working Group (“AdminWG”) of the College of Engineering IT Governance body for Academic Year 2016-2017.

Members included:

- Kris Williams, Director of Operations at the Materials Research Laboratory. (Chair)
- Jeannette Beck, Assistant Head at Electrical and Computer Engineering.
- Aaron Darnell, Assistant Head at Computer Science.
- Tessa Hile, Director of Budget and Resource Planning at Engineering Administration.
- Jay Menacher, Assistant Head at Materials Science and Engineering.
- Rhonda McElroy, Director of Graduate Programs for Engineering Administration.
- Umberto Ravaioli, Senior Assistant Dean for Undergraduate Programs in Engineering Administration.
- Lori Willoughby, Executive Director of Engineering HR.
- Jim Hurst, Director of Engineering IT Shared Services. (*ex-officio*)

The AdminWG was tasked with four primary tactical responsibilities. The following assessment provides progress to-date in these areas as well as future plans for the four topics:

- Application Development Oversight
- Engineering IT Funding Model
- Service Quality Assessment
- IT services alignment oversight

AdminWG Activities, AY2016-2017

The AdminWG met six times between fall 2016 and summer 2017, as well as participated in the fall 2016 joint IT Governance Working Group “State of the Org” session. Members also participated in several spring 2017 meetings regarding proposals for a new high-throughput computing resource on campus.

Since the AdminWG is comprised of academic staff members on 12-month appointments, the group remains available for consultation beyond the strict confines of the academic year. We will transition tasks and membership as directed upon receipt of a new charge letter for AY2017-2018.

Engineering IT hiring plans / funding model

Extensive financial uncertainty continued into the 2016-17 academic year / 2017 fiscal year, given the ongoing lack of State budget. As discussed last year, regardless of external budget pressures the need exists for a transparent and repeatable process for Engineering IT to rely on while developing and receiving approval for financial plans. Engineering IT has historically been treated as neither a standard department/laboratory nor a fully managed Engineering Administration subsidiary when it comes to the annual hiring plan and budget development process. Engineering IT also does not have representation at standing College finance proceedings (CEBA, etc.) despite having a budget that rivals and/or surpasses some units.

In October, AdminWG reviewed and recommended for approval the out-of-band hiring plan presented by Engineering IT. It included six total positions, two new and four currently vacant. Two would be fully grant-paid, with the remainder a mix of college-, unit-, and external- funding. Especially where external funding is available and sufficient, AdminWG encouraged Engineering IT to appropriately staff at the level necessary to deliver superior service to College clients. In June, AdminWG also recommended for approval the request to create and hire a new IT security position to ensure data integrity and security within the College. Given the rising frequency of phishing attacks and malware occurrences and the subsequent damage inflicted on peer institutions, the group agreed that this was an area where Engineering IT should build expertise.

AdminWG also reviewed and endorsed a draft policy on Funding and Staffing [Appendix 2] to add clarity to the annual budget development process, and remanded it to Engineering IT Executive Governance in care of Assoc. Dean Campbell for further implementation. It was noted that additional refinement may be necessary to fully integrate Engineering IT's process into the College's overall budget preparation framework.

Moving forward: AdminWG expects to continue work with Assoc. Dean Campbell and College leadership to refine the IT budgeting process. Although improvements continue to be made, we hope further simplification of the IT funding model is possible.

Service Quality Assessment

Engineering IT has not yet distributed results from their annual customer service survey.

Moving forward: AdminWG expects to receive, analyze, and distribute the results of the annual customer survey late summer/early fall 2017.

IT Services Alignment Oversight

No significant progress over the past year- to our knowledge, none of the campus IT PowerPlant development activities have reached maturity. At the time of writing, campus Technology Services is advertising for multiple staff positions to staff the Endpoint Services initiative, but no business plan or costing information has been made publicly available.

Moving forward: AdminWG understands that EngrIT staff are still involved in the ITPP process, and AdminWG remains prepared to assess our ability to participate once accurate pricing is published and services are made available.

Application Development Oversight

AdminWG conducted minimal work in this area over the past year. Extensive efforts remain to fully populate application sponsors and appropriate stakeholders for the entire suite of hosted applications, as well as to define and implement how Engineering IT application development staff will interact with those stakeholders. There is still debate over the proper roles and level of oversight governance groups, with no clear answer for how to cohesively govern the various functional areas. We have not identified

successful models elsewhere on campus managing such a broad portfolio, nor have we found solutions for the ongoing tension of unit- or college- driven (or internal vs. external college) priorities.

Feedback from the Research and Education Working Groups suggests that their members feel somewhat disenfranchised by the lack of development time contributed to their respective areas. Previous budget and operational summaries from Engineering IT leadership have asked related questions- what are the goals of our Application Development program? Is it to reduce costs in our administrative operations? Should they be addressing our research or academic missions? Incorporating IT into the College's strategic plans would help define this path forward. Although the membership of AdminWG does have experience with these other mission areas, the bulk of our work occurs within the administrative and operational realms of the College. It is increasingly clear that additional input is needed from elsewhere in College governance, beyond simply IT.

Moving forward: AdminWG requests the Assoc. Dean and Executive IT Governance to further discuss the necessity of IT strategic planning and how best to align IT service delivery with the College's goals. As referenced in our guiding *Application Development Governance Workflow* [see AY15-16 report], it may now be time to assign a dedicated group beyond AdminWG who can devote sufficient time and resources to making our application efforts a success.

Summary/Recommendations

Financial Model – Advocate for Engineering IT to be included as appropriate in the College's financial planning process.

IT Services Alignment – (*Repeat Finding*) AdminWG remains ready to review campus proposals for new IT service delivery once they mature to a point that their cost/benefit ratio can be assessed.

AppDev Oversight – Identify and hand-off application governance to a separate dedicated committee with an interest in- and aptitude for- application development, project management, and the ability to think broadly about application needs across Engineering units, non-Engineering units, and other campus entities.

Respectfully submitted,

Kristopher Williams
Chair, Administrative Working Group

Appendix 1: AdminWG Charge Letter

UNIVERSITY OF ILLINOIS
AT URBANA - CHAMPAIGN

College of Engineering
Office of the Dean
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September 1, 2016

Engineering at Illinois IT Governance – Administrative Working Group:

Kris Williams (MRL), Chair
Jeannette Beck (ECE)
Aaron Darnall (CS)
Tessa Hile (Finance, Engineering Administration)
Rhonda McElroy (Engineering Administration)
Jay Menacher (MatSE)
Umberto Ravaoli (Engineering Administration)
Lori Willoughby (Engineering Administration)
Jim Hurst (Engineering IT), *ex officio*

Dear Colleagues:

Thank you for agreeing to serve on the Engineering at Illinois IT Governance Administrative Working Group for the academic year 2016-2017. This working group is critical to helping ensure that IT support of the administrative needs of all units and staff in the College is of the highest quality and reliability. Your recommendations and comments are advisory to the Associate Dean for Information Technology, with primary responsibilities for:

- Application development oversight.
 - Recommend a procedure for selecting application sponsors and oversee its implementation.
 - Prioritize application development/deployment.
- Engineering IT funding model.
 - Review, discuss, and make recommendations about the Engineering IT budget FY17.
 - Review and recommend a budget and IT spending model for the Engineering College.
- Service quality assessment.
 - Work with Engineering IT to implement and monitor service quality metrics and standards and produce an appropriate scorecard (prioritized).
 - Devise a framework for risk for IT services in the College
- IT services alignment oversight: Assist with monitoring, providing feedback, and reporting on the progress of work to align Engineering IT services with campus-level IT services, with particular emphasis on services pertinent to the IT support for our administrative needs in the College.

You are also asked to consider IT support for new administrative needs in our College, anticipating new opportunities and responding to interests from our units.

You will also be asked to provide an assessment at the end of the academic year on the current state of administrative IT support. The Engineering at Illinois IT Governance Executive Advisory Committee may also request your input at times on issues such as proposed policies.

Kris Williams has graciously agreed to chair this working group. He will be in contact with you soon to arrange

for your first meeting. Kris Williams will also represent your working group on the Engineering at Illinois IT Governance Executive Advisory Committee.

I am thankful to all of you for your willingness to contribute to this most important work for our College. I look forward to joining you at your first meeting to discuss the charge and answer any questions.

Sincerely,

Roy H Campbell
Associate Dean for Information Technology

Appendix 2: IT Funding and Staffing framework

Funding and Staffing

Author	Jim Hurst, Director Engineering IT Shared Services
Version	0.4
Updated	6 June 2017
Status	Draft
Date Effective	(1 July 2017)
Confidentiality	Engr IT Governance and Leadership Team until final, then Public
Owner	Assoc. Dean for IT & Director, Engineering IT Shared Services
Authorization	Engineering IT Governance

Procedure Statement

Engineering IT Governance is charged with identifying IT capabilities needed and evaluating the quality of provided services. Meanwhile Engineering IT as an organization is charged with ensuring those capabilities are made available and at sufficient quality. Ensuring the successful execution of these charges requires a robust process for evaluating IT spending and staffing levels to address strategic priorities and operational needs in careful stewardship.

As a self-supporting shared services organization, Engineering IT's annual budgeting process differs substantially from other academic and administrative units in the College. Engineering IT uses an Activity Based Costing procedure, common to shared services design, to ensure that the cost of IT services are equitably and transparently distributed to those that consume them. In addition, Engineering IT's funding model is subject to review by government costing to ensure that rates charged to grants are in compliance with regulation.

In order to ensure the Engineering IT funding model contains sufficiently current and accurate data and that its development meets key campus and College deadlines, the following process and timeline is defined:

1. Review funding model – Engr IT business office / Director – April
 - a. Review listed services, metrics, and other structural components
2. Develop hiring plan – Engr IT management – May
3. Collect division budget requests – Engr IT management – May
4. Update data – Engr IT business office – May
 - a. Review % time allocations to individual services with all staff
 - b. Update metrics used for cost distribution

5. Complete salary planner – Engr IT business office / Director – July
 - a. Will be done even in the absence of a salary program in order to apply service activity codes correctly to payroll for all staff
6. Governance review – Admin Working Group – late July / early August
7. Draft bills to units – Engr IT business office – immediately after Gov approval
 - a. Draft unit bills based on approved model and distribute to unit business managers
 - b. Solicit two week comment period starting at time of distribution
8. Issue budgets and hiring orders – Engr IT Director – September
9. Finalize budgets & billing – Engr IT business office – December
 - a. Update metrics fed from DMI calculations (unit FTE, faculty counts, etc)
 - b. Revise staffing to filled positions as of 12/1
 - c. Make any other final adjustments based on significant new information
10. Distribute final unit bills – Engr IT business office – December
11. Update rates for research – Engr IT business office – December
 - a. Costing reviews will be submitted if due (only every 2 years)
 - b. Once approved (if applicable) new rates will be posted to the Engr IT website

Governance review of the funding model is a critical step, occurring at the mid-point of this process. Engineering IT will present to Administrative Working Group the full model as developed through steps 1-5. In addition, a narrative summary will indicate any significant changes in the model or forces driving variation in total costs or in their distribution. The hiring plan may include specific proposals, if warranted.

Following any discussion and revisions, Administrative Working Group will forward their findings and recommendations to the Associate Dean for Information Technology for action. Engineering IT will create draft bills for units at this time, per step 7. Following the indicated comment period and at the direction of the Associate Dean for IT, Engineering IT will execute its hiring plan with a goal of filling positions by the 12/1 cutoff date.

Reason for Procedure

Engineering at Illinois is one of the world's top Engineering schools, with a diverse and imposing array of research and educational activities. A world-class Engineering institution requires world-class technology solutions. Yet as the cost of current technology continues to grow, careful stewardship of IT resources is also essential. As the IT organization charged with supporting such an institution, Engineering IT depends on rigorous, timely evaluation of academic and administrative priorities for IT spending. The Engineering at Illinois IT Governance Administrative Working Group is charged with ongoing oversight of the Engineering IT budget and staffing proposals.

This procedure exists to ensure shared understanding of the IT budgeting process, its

deliverables, and timetable. It serves to inform both Engineering IT and those who govern it of their individual and shared responsibilities, and the ways in which they collectively interact to ensure effective oversight and alignment of IT investments critical to the College and its departments.

Entities Affected By This Policy

Engineering IT administration, and Engineering at Illinois IT Governance committees, individually and collectively.

Contacts

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Related Documents

Engineering at Illinois IT Governance home page
<http://it.engineering.illinois.edu/about-us/governance>

Engineering at Illinois IT Governance Charge Letters:
[Executive Advisory Committee](#)
[Research Working Group](#)
[Education Working Group](#)
[Administration Working Group](#)