

How Can We Help?

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Strategic Objectives of the Provost

Identify and manage new, diverse, and sustainable revenue sources and implement versatile and robust **financial management models and systems**.

Create and sustain an infrastructure ... a **technology-enhanced, data-enabled, and interconnected** campus.

Integrate continuous planning, evaluation, and assessment to ensure the organizational capacity for agile, flexible, and **data-informed** decisions.

Administration and Operations Transformation

From the AOTI vision statement:

- Eliminate barriers, unnecessary work flows, and duplicative and/or redundant efforts at all levels within the university
- Use best practices in service delivery
- **Leverage technology to automate and simplify** processes, reducing transaction times
- Lead a **culture of excellence** and **continuous improvement**
- Ensure the [work] is **aligned with strategic priorities**

"Help us."

Dwayne Pinkney

Senior VP for Operations and Administration

12 June 2019



WE'RE FROM I.T.

AND WE'RE HERE TO HELP

IT as a Partner for Change

- We need to be seen as a **partner**.
 - Our language and behavior often says *service provider*
 - Our history in the community leads those who need help to see us as a *service provider* (or worse)
- Acting like a *service provider* leads us to say things like **"that's not something we do."**
- As a *partner* we might instead say **"let's work together to figure out how to get that done."**

Run, Grow, Transform?

- We tend to disproportionately invest our resources in running.
 - Essentially tending to ongoing operations and transactions
- Focusing too much of the time and energy of *our people* on ongoing operations leads to stagnation
 - We are seen as less valuable, even though we are (still) doing the all the things our stakeholders told us they needed... **"what have you done for me lately?"**
- If we want to have more capacity to act as full partners with our stakeholders, we must invest more in growing and transforming.
 - **which implies we must invest less of ourselves in running**

Capacity for Partnership

- As a division if we are to create the capacity for partnership and become a resource for transformation of the university, we must also transform ourselves.

- Eliminate barriers, unnecessary work flows, and duplicative/redundant efforts
- **Leverage technology to automate and simplify** processes
- Lead a **culture of excellence** and **continuous improvement**
- Ensure the [work] *and the organizational structure* is **aligned with strategic priorities at the division level**

Enabling Data-Informed Decision Making

- Traditional *business intelligence* relies on reporting and analysis based on highly structured and curated data warehouses.
- *Data lakes* are (often vast) pools of raw, semi-structured data, which can be combined and analyzed without *a priori* knowledge of the questions that might be asked or the answers that might be derived.

Both of these architectures will be critically important...

Enabling Data-Informed Decision Making

- Be champions for change in data governance processes that recognizes that data may be used in ways that cannot be defined until *after* access to data has been granted.
- When building and integrating systems, assume that almost any data may ultimately be useful in unexpected ways *outside* of the original application
 - Plan to make data available **even when unsure of how it might be used.**
 - Storage isn't free, but **storage cost should not be viewed as a reason to not collect and store data.**

We cannot benefit from data we do not have or cannot access.

Enabling Innovation in Process Support

- In order to *leverage technology to automate and simplify* processes, we must make many kinds of data and services available to applications outside of the traditional ERP.
- We'll need an architecture that reduces the cost and complexity of doing so.

- Mobile and desktop development platform (leveraging familiar web technologies)
- (Enterprise) Service Bus -- data and systems integration
- API Gateway -- pluggable architecture for web APIs
- OAuth authentication services with role/attribute-based authorization
 - supporting web, mobile, and desktop applications

The right architecture will enable us to confidently say "let's work together"...