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**Rutgers University Senate  
Budget and Finance Committee (BFC)  
Report and Recommendations on Charge S-1801  
“OIT Integration of feedback from RU stakeholders”  
November 2018**

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*The Charge:*

Charge S-1801 - **Investigate and make recommendations** on how OIT and other offices solicit and integrate feedback from all constituencies at Rutgers to ensure the optimal purchase and use of information systems.

*Background and Rationale of Charge:*

The University has seen major changes to its procurement and enterprise resource planning systems over the past 3 years. This trend is continuing with the study and implementation of a new human resource and student information systems. The Office of Information Technology (OIT) has also undertaken multiple studies and working groups investigating cloud information systems, storage, and research computing to name a few. While all of these significant changes have had various stakeholder participation study, not all have included all university constituencies.

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Part I. INVESTIGATION

**Activities of the Committee**

*Summary:* The Senate’s Budget and Finance Committee (BFC) formed a subcommittee on **OIT Integration of feedback from RU stakeholders** to carry out the charge detailed above. Evidence was gathered primarily from representatives from the OIT and other open sources from the RU website. During its regular meeting on Friday, March 23, 2018, the Budget and Finance committee (BFC) met with Mr. Frank J. Reda, University Director, Office of Information Technology<sup>1</sup>. On Thursday August 23, 2018, the subcommittee met with Michele Norin, Senior Vice President and Chief Information Officer. In addition the subcommittee considered the input of members of the BFC committee and the Senate’s faculty caucus. On a more informal basis the subcommittee also considered the opinions of many in the University community including faculty, staff, and students and directors of local OIT offices.

*b. Scope of the Charge*

The scope of this charge is very broad as the Office of Information Technology is one of the more important service providers to all members of Rutgers University community; Students, Faculty and Administration. The diversity of each group of users is very large and their needs for technology services are also very diverse. Given resource constraints, decisions must be made how to utilize university resources in the most efficient way. The major problem behind this

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<sup>1</sup> A copy of Mr. Reda’s presentation is attached.

charge is that on one side there are the IT professionals with their deep knowledge of the different information systems that are available at a given point in time. The professionals are making recommendations regarding which information system to acquire. On the other side are the end users with their specific and diverse needs from the acquired (or to be acquired) information systems. In our report and recommendations, this scope of the charge will be divided into two components:

I: Consideration regarding the acquisition of new information systems.

II: Maintenance and adaptation of the new and existing information systems to the needs and changing needs of the various users groups.

Some concerns that were raised, including the disparities in the IT experience of IT Users at some Rutgers Units were not included in the final Resolution, but these concerns are summarized below (Proposal 8).

### ***Background and main components of IT at Rutgers***

From the administrative and budgetary point of view, IT services are provided at two levels:

1. The central administration level, OIT is providing the university wide information systems.
2. The local IT offices at the Chancellor's level and the IT offices at the RCM's unit level are providing information systems that geared to local users. In addition, the local IT units also provide many types of support services tailored to answer the needs of the end users of the units they are serving.

While the current charge specifically refers to central OIT our report will also consider the potential use of the local IT units.

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### **Definitions:**

IT Users: IT Users are defined here are the major Rutgers populations that use IT services provided by Rutgers. Major User Groups include students, staff, and faculty.

OIT: Office of Information Technology, under the leadership of Michele Norrin, the Rutgers University Chief Information Officer. <https://cio.rutgers.edu/>

Local IT: Information Technology support staff at each Administrative Unit.

IT Leadership Council:

A newly formed Rutgers-wide group that connects Central IT to local IT representatives.

Description from their web page: <https://cio.rutgers.edu/itlc>

"The Rutgers University CIO Information Technology Leadership Council (CIO-ITLC) is a group sponsored by the Chief Information Officer (CIO), Michele L. Norin. There are roughly 50 IT staff representing senior IT management from both central and departmental IT units. This Council serves as a regular forum for communication, strategy, consensus building, and inclusion for IT staff throughout the University. The CIO-ITLC functions through regular monthly meetings, working groups, and committees to foster collaborative and unified improvements to the diverse technology environment that enables and drives the overarching mission of the University."

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## **PART II. RECOMMENDATIONS:**

## **Recommendations for optimal purchase and use of IT at Rutgers.**

The following goals shaped our Investigation and Recommendations:  
GOALS for IT at Rutgers

1. Improved **Communication** at Rutgers between Users, Local IT and Central IT.
2. Improved **Representation** of the needs of Users to Central IT and Local IT.
3. Improved **Response to IT Emergencies** at Rutgers.

**Goal 1. Communication:** OIT needs to make Communication a high priority. This includes informing the Rutgers community of available services, of new services being developed, and planned changes to services with enough time so that Users can make adjustments and provide input.

*Current situation:* IT staff develop excellent services that are not well publicized, so users do not take advantage of them. Some services are underused, and risk being cut. Web sites are not informative. Notification of changes about IT are made at the last minute, so Users have limited time to adjust to their use, or to advocate for keeping systems that are working well. It is not clear to users why changes are made. Recent IT changes, in particular the switch to Cornerstone/Oracle for all Purchasing, Human Resources and Reimbursements, is widely seen as harmful to productivity by faculty, staff and students. Countless staff and faculty hours have been lost due to this new system.

### **Specific Proposals to improve Communication between IT and Users:**

**Proposal 1.** We recommend that OIT maintain up-to-date web sites to inform the Community of existing services, where to go for help, and future plans to make changes to major IT programs and projects.

**Proposal 2.** We recommend that OIT establish a clear mechanism for all users to directly communicate questions and concerns to Central IT. This direct communication system will include a feedback mechanism.

NOTE: Since our August meeting, Michele Norin has added a page where Users can directly send her comments and questions. <https://cio.rutgers.edu/feedback>

**Proposal 3.** We recommend that OIT will provide evidence-based rationale to user groups prior to changing large impact systems.

**Proposal 4.** Proposed major changes to IT will include a period of public comment. Prior to major changes, Users will be notified and consulted.

**Goal 2. Representation:** The Users need to be represented by stakeholders who understand the needs of the Users. OIT will develop methods to solicit information about the needs of Users. Users will be represented by people who understand their needs and who will report back and solicit feedback regularly from their constituents.

*Current situation:* A small number of people make decisions with limited input from Users.

Users are not directly represented on the many Working Groups that make IT decisions that affect the daily learning, teaching and research of Users.

### **Specific Proposals to improve Representation of IT Users at Rutgers:**

Michele Norin recently created an IT Leadership Council that meets once a month and has several Working Groups to improve various aspects of IT. One goal of the IT Leadership Council is to have better communication between Central IT and Local IT. Student groups have also been invited to meet monthly with Central IT to voice their concerns.

**Proposal 5.** To improve IT User Representation, local IT support staff will be included in the chain of information: they will be informed of coming changes, so they can communicate these to Users, and supervisors will solicit and use the expertise of local IT support staff. Further, Central IT will make it an explicit expectation for Local IT Unit Leaders that they gather feedback from the Users they represent before they attend the IT Leadership Council meetings and meetings of their Working Groups.

**Proposal 6.** We recommend that the University will create the Rutgers IT User Council, a group representing key university stakeholders including faculty, staff students and administrators. The Rutgers IT User Council will consult with OIT to communicate User experiences, to recommend improvements to services and to advise and make recommendations consistent with User IT needs. The IT User Council will meet periodically and directly with the CIO, Michele Norin.

**Proposal 7.** The IT Leadership Council and IT User Council will meet independently throughout the year. We propose an annual meeting of the two groups would clarify any concerns about what IT has been doing or planning to do, and how User needs are being represented to Central IT. Recommendations to further improve IT Communication and Representation would be reviewed at the Annual Meeting.

### **Proposed GOAL 3.**

#### **Goal 3. IT Emergencies: Rutgers IT should have a mechanism in place to address emergencies that supports all Units.**

*Current situation:* While some units have excellent IT support, others do not. While it is a stated Strategic Priority of the OIT that, “Local IT and central IT have clearly defined roles and responsibilities with no gaps or overlaps,” current problems with Communication and Representation result in sup-par support for some Units. While Central IT hosts a Help Desk to address emergencies, support is provided at the local level. During our investigations we heard anecdotally that some units lack adequate response to IT emergencies. The current structure of IT makes it difficult for Users to know where to go for help.

### **Specific Recommendations to improve response to IT Emergencies:**

**Proposal 8.** We recommend that OIT investigate if specific Units are affected by gaps in support. One solution might be a centralized Emergency Task Force that can be sent to different Units addressing IT emergencies. Communication between the IT Emergency Task Force and Central IT will identify units that are under-served in their IT needs.

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## RESOLUTION

**Be it resolved** that the Rutgers University Senate recommends that:

1. OIT maintain up-to-date web sites to inform the Community of existing services, including where to go for help and any plans to make changes to major IT programs.
2. OIT establish a clear mechanism for all users to directly communicate questions and concerns to Central IT.
3. OIT provide evidence-based rationales to user groups prior to implementing changes to existing projects or introducing new ones.
4. OIT pause and announce a period of public comment prior to considering or actually making major changes to ensure that all affected users be notified and consulted beforehand.
5. Local IT support staff be included in the chain of information, be informed of coming changes so they can communicate these to users, and be solicited by supervisors to provide their expertise.
6. Local IT support staff be included in the chain of information, be informed of coming changes so they can communicate these to users, and be solicited by supervisors to provide their expertise.
7. The University create the Rutgers IT User Council, a group representing key university stakeholders including faculty, staff, students and administrators, whose duties are to advise and consult with OIT on User experiences, to recommend improvements to services and to make recommendations consistent with User needs. The IT User Council will meet periodically and directly with the CIO.

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Appendix 1. Frank Reda's presentation on IT Governance

Appendix 2. OIT Budget for 2017-2018

Appendix 3. Members of the Budget and Finance Committee

[Appendix 1. Frank Reda's presentation](#)



## Community Input Regarding IT Projects

A Discussion with the University Senate Budget and Finance Committee

Friday, March 23<sup>rd</sup>, 2018

Frank J. Reda  
University Director  
Office of Information Technology

## About me

- University Director for OIT Enterprise Service Delivery
  - University-wide responsibility for:
    - OIT Help Desks
    - OIT Computer Labs
    - Software Licensing
    - Desktop / Mobile Hardware Standards
    - IT Accessibility
- IT Experience in Higher Education, Banking and Telecommunications Industries
- Contact info:
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## Charge S-1801

- Charge S-1801 - Investigate and make recommendations on how OIT and other offices solicit and integrate feedback from all constituencies at Rutgers to ensure the optimal purchase and use of information systems. Respond to Senate Executive Committee by December 2018.

The rationale for this charge, as submitted by Staff Senator Jon Oliver, is:

- Rationale: The university has seen major changes to its procurement and enterprise resource planning systems over the past 3 years. This trend is continuing with the study and implementation of a new human resource and student information systems. The Office of Information Technology (OIT) has also undertaken multiple studies and working groups investigating cloud information systems, storage, and research computing to name a few. While all of these significant changes have had various stakeholder participation study, not all have included all university constituencies.

## A Sampling of IT Projects with University-wide Impact

- **Administrative Systems**
  - ERP (Enterprise Resource Planning)
  - Student Information Systems
  - Rutgers Connect (Office 365)
- Network Infrastructure Master Plan
- Cloud Storage Initiative
- Research Advisory Group
- Information Security
- Software Licensing
- Other projects and initiatives in planning and execution stages

## How Do We Solicit Input on IT Projects?

- **Steering Committees**
    - Project sponsors
    - Business process owners
  - **Advisory Groups**
    - Senior Administration
    - CFO's / Designated representatives
    - Subject Matter Experts
  - Town Hall Meetings
  - Chancellors and Deans
  - IT Leadership Council
  - Faculty Advisory Committee (Researchers)
  - Student Advisory Board
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## Establishment of IT Leadership Council

- Led by Michele Norin, Sr. Vice President and CIO
- Provides:
  - A forum to present, discuss and plan action on relevant IT topics, projects and issues.
  - IT staff representation from around the university.
    - Current membership: 53
    - OIT representatives: 13
  - Monthly meetings with attendance recorded
  - Working groups to deal with project related work
- A few notable outputs:
  - Cloud Services Strategy (Amazon Web Services, Google Cloud, Microsoft Azure)
  - Enterprise Storage Strategy (Box)
  - Synchronous Communications Strategy (Cisco)
  - Next Generation Threat Protection (Cisco AMP to replace Symantec)
  - IT Service Framework: Defining IT responsibilities

## Developing Institutional Strategic Priorities for IT

- **Evolving the Way We Work:**  
Continually improve student & business systems and processes
- **Transforming the Data Experience:**  
Providing the data you need, when you need it
- **Enhancing the Educational Experience:**  
Provide outstanding tools and support for teaching and learning
- **Enabling Research:**  
Build and support a world class research computing environment
- **Reshaping Healthcare:**  
Develop and implement the IT Roadmap that helps Rutgers Health transform healthcare
- **Simplifying IT:**  
Streamlining services, reducing complexity, eliminating redundancy
- **Delivering Fast Reliable Internet:**  
Provide one high speed, reliable, and secure Rutgers network
- **Unifying IT:**  
Create an integrated, aligned, and collaborative Rutgers IT community

# Network Infrastructure Master Plan

WTC vendor partnered initiative, three oversight groups. This project is to develop a strategic direction for the RU Network in support of RU initiatives. This includes network readiness, refresh etc...

**Working Group (22)** – professionals that do most of the heavy lifting, putting together the plan for the steering group and ultimately the policy group for review.

- Bill Abbott - Systems Administrator, OARC
- Erin Blazynk - Director IS&T
- Angie Bonville - Associate Dean I
- Vernon Cabaffin - Assistant Dean of Technologies & Facilities
- Pierre Carbis - Associate Dir. RCIT
- Brandon Chandler - Dir. of Camden Housing
- Steve Corneau - Associate Dir. of IT Athletics
- Shelley Cousins - Assistant Director DIT, RBHS & Newark
- Steve Dubiago - Senior Director of Facilities Operation, NB
- Adrienne Esposito - Dir. of IT
- Ed Fabuka - Exec. Dir. of IT
- Doug Hamaga - Associate Dir. of Information
- Tim Hayes - Systems Programmer / Administrator
- John Kerrigan - Dir. of Info. Systems & Technology
- April Lebow - Associate Director IPO
- Mike Mandelko - Senior Director of Operations & Services, IPO
- Mike Rein - Deputy Chief/University Police
- Ivan Rodeiro - Associate Research Professor
- Curtis Saal - Associate Dir. IT
- Mike Storer - Dir. of IT
- Tom Vosseler - Executive Director of IT
- Keith Wheeler - Assistant Dir. of IT
- Matthew Wilk - Associate Director, Technical Services & Operations
- Frank Wong - Exec. Dir. of Facilities Planning & Development
- Laurb Zoubek - Associate Director, DIT

**Steering Committee (12)** – A group of professionals from across the University to review the working group plan before it goes to the Policy Group

- Richard Ake - Vice President of Finance & Associate Treasurer
- Ken Cop - Executive Director of Police Services
- Kevin Dowlin - Assistant Provost of Technology & Learning, Newark
- David Foran - Chief of the Division of Medical Informatics
- Mike Geigel - University Director of Information Protection & Security
- Paul Hammond - Assistant Vice Chancellor, NB
- Bill Lambury - University Director of Enterprise Infrastructure
- Stan Makarevic - Director of Purchasing & Strategic Sourcing
- Peter March - Executive Dean, SAS
- Manish Pascher - Distinguished Professor, RDIG
- John Quinlone - Director, DIT Finance and Administration
- Denise Romano - Associate Vice President of Health Sciences IT
- Tom Ryan - Director of RCIT
- Dave Schultz - Vice President of Planning, Development, and Design
- Henry Velez - Vice President of Business Services
- James Barr VonDethsen - Associate Vice President, OARC
- JoAnne Williams - Vice Dean of Administration, SAS

**Policy Group (3)** – Final review of the network master plan

- Antonio Calcado - Executive VP of Strategic Planning Operations & COO
- Michael Gower - Executive VP of Finance & Administration
- Christopher Molloy - Senior VP of Research & Economic Development
- Michelle Norin - Senior VP & Chief Information Officer
- Brian Strom, MD - RBHS Chancellor

Discussion on Community Input Regarding IT Projects, March 23, 2018

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# Addressing Governance

IT GOVERNANCE MATRIX - DRAFT	Decision Domains?														
	Strategy			Architecture			Projects & Applications			Major Investments			Policies		
	Input	Recommend	Decide	Input	Recommend	Decide	Input	Recommend	Decide	Input	Recommend	Decide	Input	Recommend	Decide
<b>Enterprise Level Leadership</b>															
Board Finance & Facilities Committee	X														X
Board Audit Committee	X	X													X
President	X		X	X			X	X					X	X	X
President's Cabinet	X		X				X			X			X	X	X
Senior Leadership Team	X						X	X	X	X	X		X	X	X
<b>IT Leadership</b>															
SVP & CIO	X	X	X	X			X	X	X	X	X	X	X	X	X
CIO Executive Leadership Team	X	X		X			X	X	X	X	X		X	X	X
IT Leadership Council	X	X		X			X			X			X	X	
<b>Chancellor Level Leadership</b>															
Chancellor	X						X			X			X		
Deans and Directors	X						X	X		X			X		
<b>Operations and Special Interest Groups</b>															
Administrative Council	X						X			X			X		
Research Computing Advisory Committee	X	X		X	X			X		X	X		X		
University Senate	X						X						X		
IT Security Council	X								X	X			X	X	
IT Student Advisory Board	X						X	X							

Discussion on Community Input Regarding IT Projects

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# Questions / Feedback?

## How do we continue the dialog?

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**FY 2019 BUDGET - FINANCIAL SUMMARY**  
**Office of Information and Technology**

	FY 2018 Budget	FY 2019 Budget	\$ Change	% Change
Dollars in thousands				
<b>Revenue (Sources of Funds)</b>				
Student Tuition and Fees	8,900	9,318	418	4.69%
Federal and State Student Aid	0	0	0	n/a
Federal Appropriation	0	0	0	n/a
Allocated University Support	0	0	0	n/a
NJ State Appropriations	0	0	0	n/a
State Paid Fringe <sup>1</sup>	19,758	20,180	422	2.13%
Grants and Contracts	0	0	0	n/a
Facilities and Administrative Recoveries	0	0	0	n/a
Gift and Contribution Revenue	0	0	0	n/a
Endowment and Investment Income	0	0	0	n/a
Healthcare Revenue	0	0	0	n/a
Affiliated and Housestaff	0	0	0	n/a
Other Sources Revenue	0	0	0	n/a
Auxiliary Revenue	0	0	0	n/a
<b>Total Revenue</b>	<b>28,658</b>	<b>29,497</b>	<b>839</b>	<b>2.93%</b>
<b>Expense (Uses of Funds)</b>				
Salaries and Wages	39,037	43,040	4,004	10.26%
Salary Contingency	0	434	434	n/a
Fringe Benefits <sup>1</sup>	21,577	22,663	1,087	5.04%
<b>Total Compensation</b>	<b>60,613</b>	<b>66,138</b>	<b>5,525</b>	<b>9.11%</b>
Supplies and Other	8,319	9,800	1,481	17.81%
Scholarships and Fellowships	0	0	0	n/a
Travel	558	620	62	11.11%
Plant Operation and Maintenance	1,622	4,356	2,734	168.59%
Debt Service - Principal and Interest	0	0	0	n/a
Other Operating Expense	18,040	(4,233)	(22,273)	-123.47%
Professional Services	(13,504)	3,212	16,715	-123.78%
Provision for Initiatives and Contingencies	0	42	42	n/a
<b>Total Expense</b>	<b>75,648</b>	<b>79,935</b>	<b>4,287</b>	<b>5.67%</b>
Transfers	(1,314)	1,365	2,679	-203.87%
Cost Pool Transfers	48,304	46,520	(1,784)	-3.69%
<b>Change in Fund Balance</b>	<b>0</b>	<b>(2,552)</b>	<b>(2,552)</b>	<b>n/a</b>
Plant Fund Transfers <sup>2</sup>	0	0	0	n/a
Use of Prior Year Net Assets	0	2,552	2,552	n/a
<b>Change in Fund Balance Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>

Notes:

<sup>1</sup> FY18 State Paid Fringe revenue and Fringe Benefits expense are gross budgets; FY19 is adjusted to state appropriation value

<sup>2</sup> Operating funds budgeted for deferred maintenance and other projects

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Stephen Burley, Other Units NB (F)  
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