

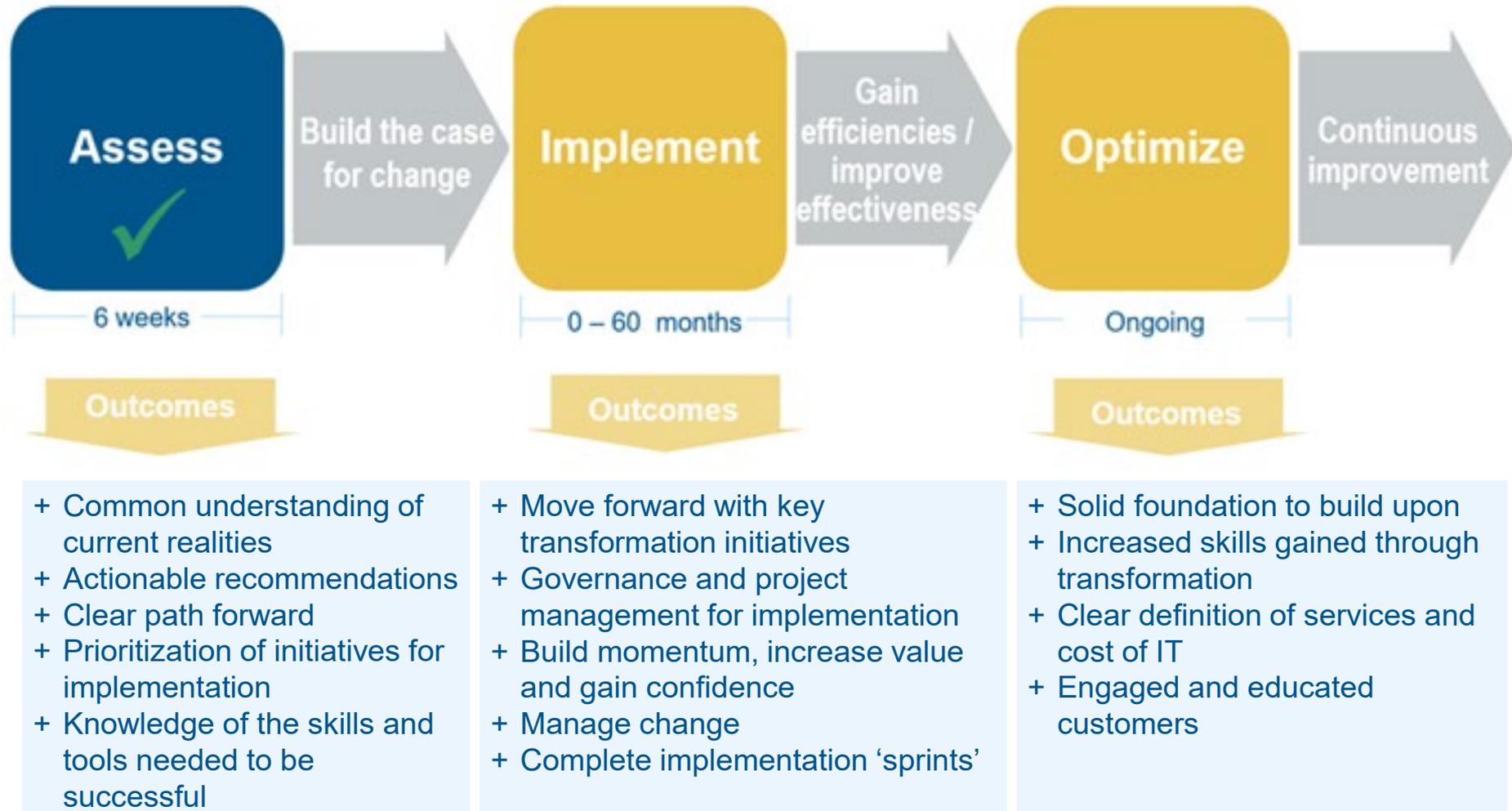
COLLEGE OF SOUTHERN NEVADA

Key Initiatives Summary
February, 2019



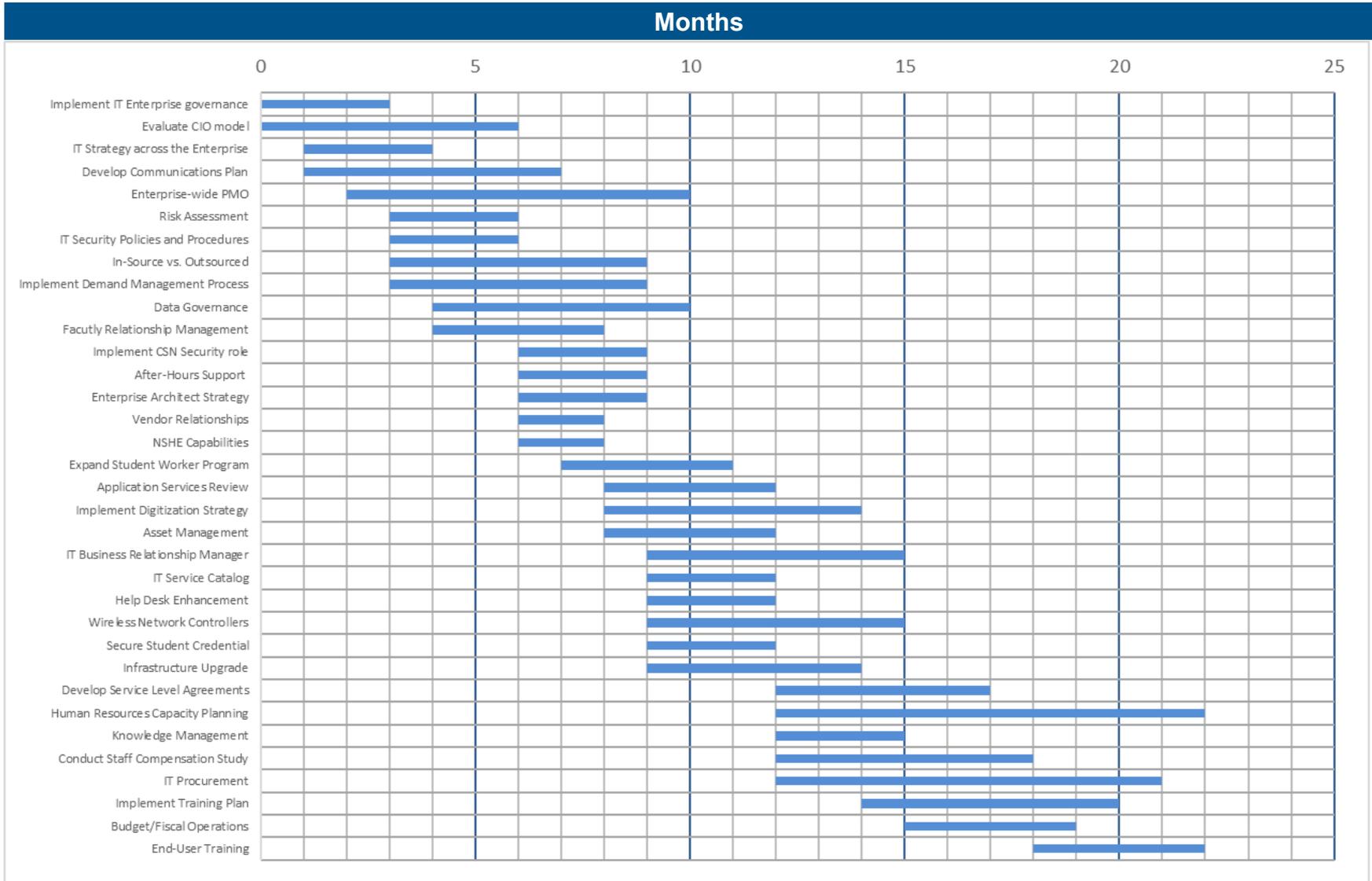
TRANSFORMATION APPROACH

By completing this assessment, CSN has established an objective, data-driven understanding of its' current IT landscape. To achieve results quickly and move towards continuous improvement, the organization must continue this momentum through effective and timely implementation of priority initiatives.



PROPOSED IMPLEMENTATION ROADMAP

The following table provides sequencing and duration estimates for the implementation of the recommendations identified during the CSN Huron IT Assessment.



TRANSITIONING TO FUTURE STATE

The key challenges facing CSN and its IT operations are summarized below along with Huron's core recommendations.

Principle	Key Challenges
	Lack of IT Leader in senior CSN decision-making bodies
	Lack of structured governance
	Lack of enterprise-wide IT strategic planning
	Absence of a formal, campus-wide Security and Risk Management Program
	Multiple technology support numbers in place
	Lack of understanding related to breakout of MSP costs and future capital outlays
	No formal service level agreements for IT services

Core Recommendations
Hire internal CSN Chief Information Officer. In addition, consider insourcing a targeted and carefully considered portion of key IT functions over time.
Establish a structured governance framework to enable IT to understand customer needs, prioritize resources, and communicate clearly with customer groups.
Establish a new strategic planning process that enables IT Strategy to be aligned with Institutional Strategy.
Explore options for establishing a role focused on security management. Also conduct a thorough, asset-based Risk Assessment to understand the greatest risks to CSN IT Assets, and identify measures to appropriately mitigate these risks, leveraging best practice frameworks.
Streamline technology support by providing a single point of initial contact for IT support issues.
Conduct an IT funding and costing assessment to fully understand the breakout of IT costs and how IT can be sustainably funded over the long term (inclusive of required refresh/replace cycles).
Develop an IT services catalog and communicate information related to IT services and SLAs to CSN stakeholders.



People



Process



Technology

IT Governance Model

Description / Scope

Establish a structured governance framework to enable IT to understand customer needs, prioritize resources, and communicate clearly with customer groups.

Expected Outcomes & Potential Benefits

- Re-engage stakeholders and foster dynamic and direct partnership between OTS and the CSN community
- Clearer strategic alignment of IT activities and investment decisions with CSN academic and business priorities
- Defined, transparent framework for IT decision making and prioritization
- Inclusive and transparent decision making across CSN
- Defined hierarchy of decision making
- Channel of communication across stakeholders

Huron's Unique Vantage Point

- Leverage knowledge developed during IT Assessment regarding existing OTS structures and communications vehicles to enable speed to productivity
- Provide objective viewpoint to ensure all key stakeholder groups are appropriately represented on Governance Committees
- Provide best practices input on Governance concepts from other Huron higher education clients

Key Activities

- Conduct **IT Governance workshop**, facilitate **interviews/ focus groups**, proctor **targeted surveys** (e.g., staff activities, capacity), and conduct **peer organization research**
- Define **IT governance committees** that represent the various stakeholders (e.g. Academic, Admin, IT, etc.) and form an integrated structure to facilitate IT initiative and project **identification and prioritization**.
- Clarify membership, sphere of influence, **roles and responsibilities** for each committee. Ensure **empowered and mutually exclusive membership**, clearly defined decision rights, **thresholds** for each governance body, and escalation pathways.
- Define and publish **IT governance and prioritization processes** to promote consistency and transparency.
- Develop Governance **artifacts** (e.g. Project request, Project evaluation forms and criteria, etc.)

Estimated Level of Effort

- **Timeframe** | 8-10 weeks
- **Pricing** | \$75k-\$125k

IT Strategic Plan

Description / Scope

Establish a new College wide IT Strategy aligned with institutional strategy/vision, clearly defined roles, objectives, outcomes, and metrics for measuring success.

Expected Outcomes & Potential Benefits

- Consistent framework for guiding IT investment decisions and engaging stakeholders
- Alignment of IT investment with stakeholder needs and CSN institutional strategy
- A clear message around the role of technology and IT's ability to support the strategic direction of the institution
- A clear picture to CSN stakeholders of IT goals, the initiatives in place to achieve them, and the ability to evaluate progress through metrics

Huron's Unique Vantage Point

- Build upon existing knowledge of CSN leadership's goals for IT, and leverage relationships we have built with the various stakeholders to hit the ground running
- Use knowledge from the IT Assessment in leveraging the high-level Huron Implementation Roadmap as a starting place for key IT initiatives that go within the Strategic Plan
- Serve as unbiased, external entity, ensuring that all stakeholder groups' voices are amply considered as a part of the Strategic Planning process
- Ensure CSN's IT Strategic Plan aligns with best practice norms across Higher Education

Key Activities

- Conduct **IT Strategy workshop**, facilitate **interviews/ focus groups**, and conduct **peer organization research/benchmarking**
- Establish a **clear, structured, and effective** college-wide IT strategic plan that is governed by a structured model
 - Establish a common understanding of the **outcomes and success factors** of CSN's institutional strategy.
 - Align a set of **actionable IT objectives and priorities with** the CSN institutional strategic plan.
 - Develop or integrate **IT initiatives** to achieve defined objectives.
 - Identify and track metrics to **assess and communicate progress**.
- Leverage the Huron IT Assessment roadmap to initiate development of the integrated plan

Estimated Level of Effort

- **Timeframe** | 8-10 weeks
- **Pricing** | \$75k-\$125k

Information Compliance Review

Description / Scope

Conduct a thorough review of CSN's information compliance management program, generally recognized compliance commitments, the current state alignment with those commitments, and CSN's capabilities to remediate notable gaps. *(Note: this could be a part of the Risk Assessment recommendation within the Implementation Roadmap.)*

Expected Outcomes & Potential Benefits

- Improved awareness of the "Compliance Eco-System"
- Documented understanding of current state information compliance requirements applicable to the organization
- The organization gains a better understanding of compliance gaps and potential risks due to missing or ineffective controls
- Recommendations for remediation of gaps or risks identified
- A path forward for maturing information compliance efforts before risks are realized

Huron's Unique Vantage Point

- Leverage Huron's understanding of CSN's technology landscape and potential risk areas based on knowledge from IT Assessment
- Bring best practices and lessons learned from other Higher Education clients
- Bring objective third party perspective, thereby avoiding a reliance on your IT provider for these services and potential conflicts of interest
- Huron staff who led IT Assessment and would be a part of the Compliance Review bring information security relevant certifications, customer training, and decades of combined compliance management experience

Key Activities

- Conduct **Information Assurance & Compliance Workshop**, review **Data Request Materials** (e.g. policies, procedures), and facilitate **interviews/focus groups**
- Conduct Compliance **Benchmarking** utilizing compliance requirement crosswalks
- Identify, review, and understand areas of **information security, privacy, and compliance mandated by external authorities** including but not limited to:
 - Department of Education (FERPA)
 - Office of Civil Rights (HIPAA)
 - Payment Card Industry Council (PCI),
 - European Union (GDPR)
 - Gramm Leach Bliley Act (GLBA)
- Develop Recommendations, **Compliance Roadmap** and a 30 – 60 – 90 Day **Action Plan**

Estimated Level of Effort

- **Timeframe** | 10-12 weeks
- **Pricing** | \$100-\$125k

IT Funding Model

Description / Scope

Conduct an IT funding and costing assessment to fully understand IT costs / expenditures and how IT should be funded long-term.

Expected Outcomes & Potential Benefits

- Establishes a sustainable funding model to align IT investments and services with institutional strategic initiatives and support IT in being a strategic partner.
- Achieves IT cost transparency by improving visibility into cost levers, consumption of services, and share-of-cost for bundled services.
- Establishes ability to make informed buy vs. build decisions (e.g., on alternative service delivery options including cloud).
- Consistent funding for technology infrastructure by avoiding spending “peaks and valleys” due to ad hoc replacement.

Huron's Unique Vantage Point

- Leverage Huron's understanding of CSN's current and historical IT spend trends and challenges (would need to work with Ellucian to get more detail on cost breakouts)
- Bring objective perspective to costing / funding analysis, including supporting CSN leadership with difficult IT-specific discussions with Ellucian
- Deep understanding of IT funding mechanisms, their associated economic incentives, and how they drive behavior

Key Activities

- Establish a **cost baseline based on a zero-based budgeting and Total Cost of Ownership (TCO) approach** for IT across the College, both in terms of ongoing operations and capital refresh
- **Define 5-7 year capital plan** for IT infrastructure refresh cycles and maintenance.
- Establish **technology replacement and refresh** cycles aligned with appropriate funding mechanisms.
- Determine additional investment required to improve capabilities to support CSN's goals.
- Establish **targets for IT funding mix** between OTS and NSHE related expenses.
- **Align funding sources** with specific characteristics of services that need to be delivered.
- Create a **transparent IT Cost model** based on appropriate allocation of funds to appropriate services.

Estimated Level of Effort

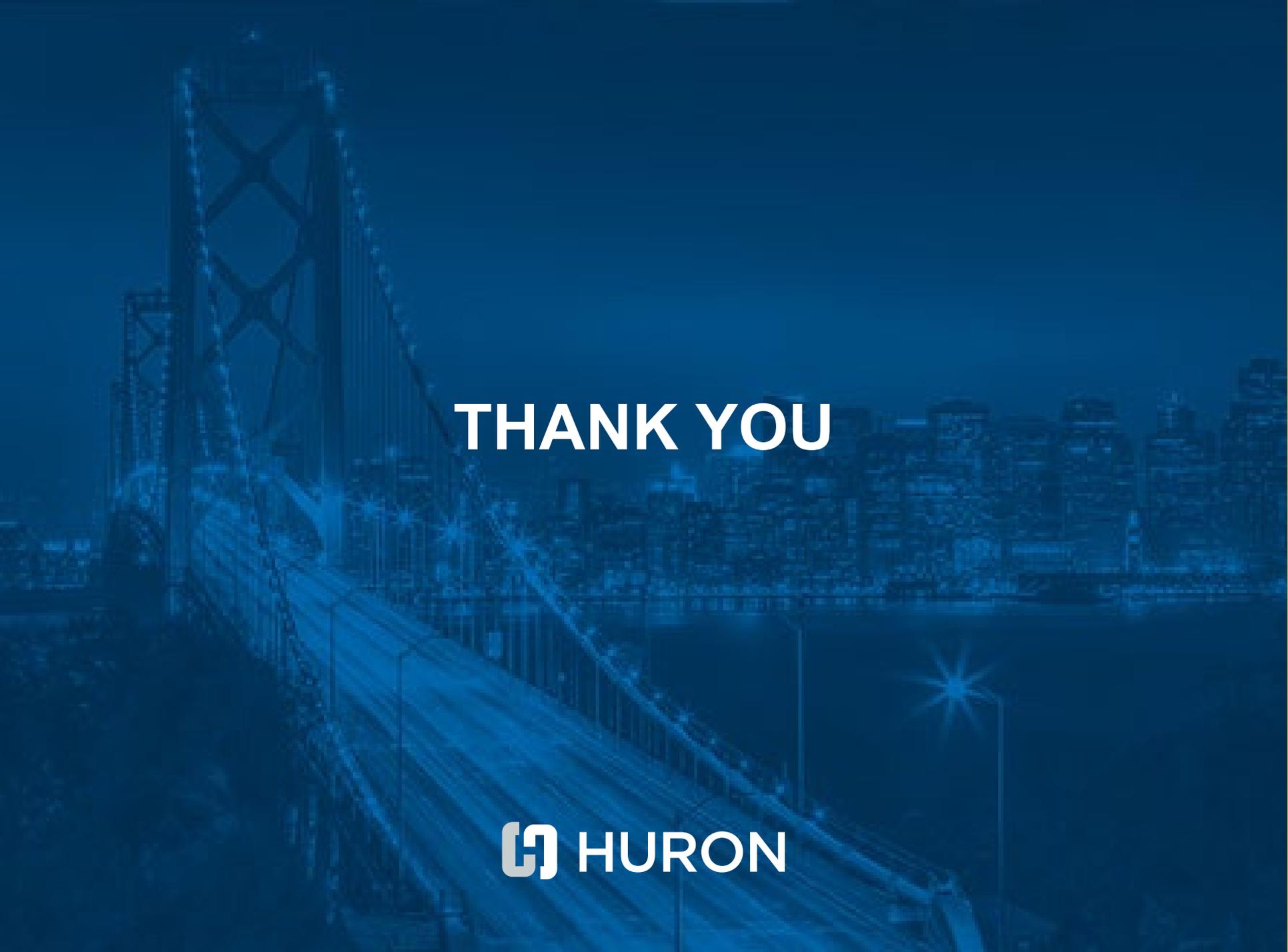
- **Timeframe** | 10-14 weeks
- **Pricing** | \$125k-\$175k

Implementation Considerations

Huron views the activities required to move CSN's IT function to a high-performing organization as a transformation that would ideally be completed over a phased 18-24 month timeframe in order to avoid overwhelming the organization with too much change at once while also allowing for long-term buy-in.

Key Considerations

- Each initiative should **build upon the other** (e.g., effective IT Governance Model will support the IT Strategic Planning process).
- Need to secure **commitment from senior leadership**; to be successful, change must be supported, communicated, and driven from the highest levels of the organization.
- Critical to have **external expertise and third party objectivity** in embarking upon strategic transformations that involve numerous, diverse parties (Academic and Administrative leadership, NSHE, Ellucian, etc.).
- Need to commit an **appropriate level of resources** to address priority initiatives and sustain momentum – there is only one opportunity to effectively execute IT Transformation.
- Must identify and execute on several **small wins early** to build credibility with stakeholders.
- Critical to establish a **communication framework** to deliver ongoing messages.
- Need to periodically **measure and communicate progress** towards the achievement of an improved IT environment.



THANK YOU

