

# Taking Care of Business: Aligning IT with Institutional Priorities

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# University ↔ City

## A Few Elements of a City

Many different functions

*Requiring*

Many different services

*Satisfying*

Many different customers

*Depending*

On the time of year, day of week, etc.



# University ↔ City

Many different functions

*Requiring*

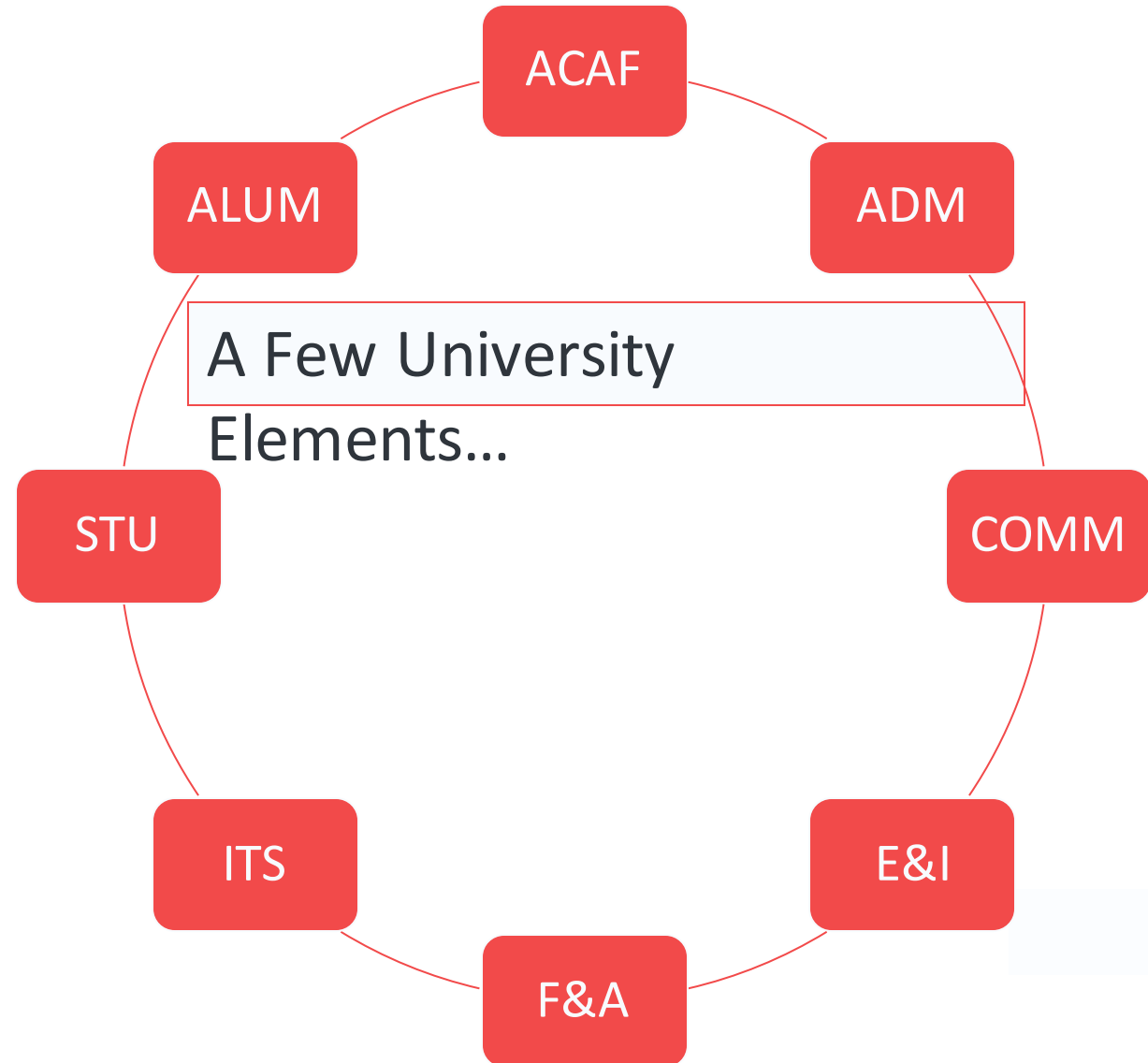
Many different services

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On the time of year, day of week, etc.



# ALUM vs ADM vs E&I vs ITS

Many different functions

*Requiring*

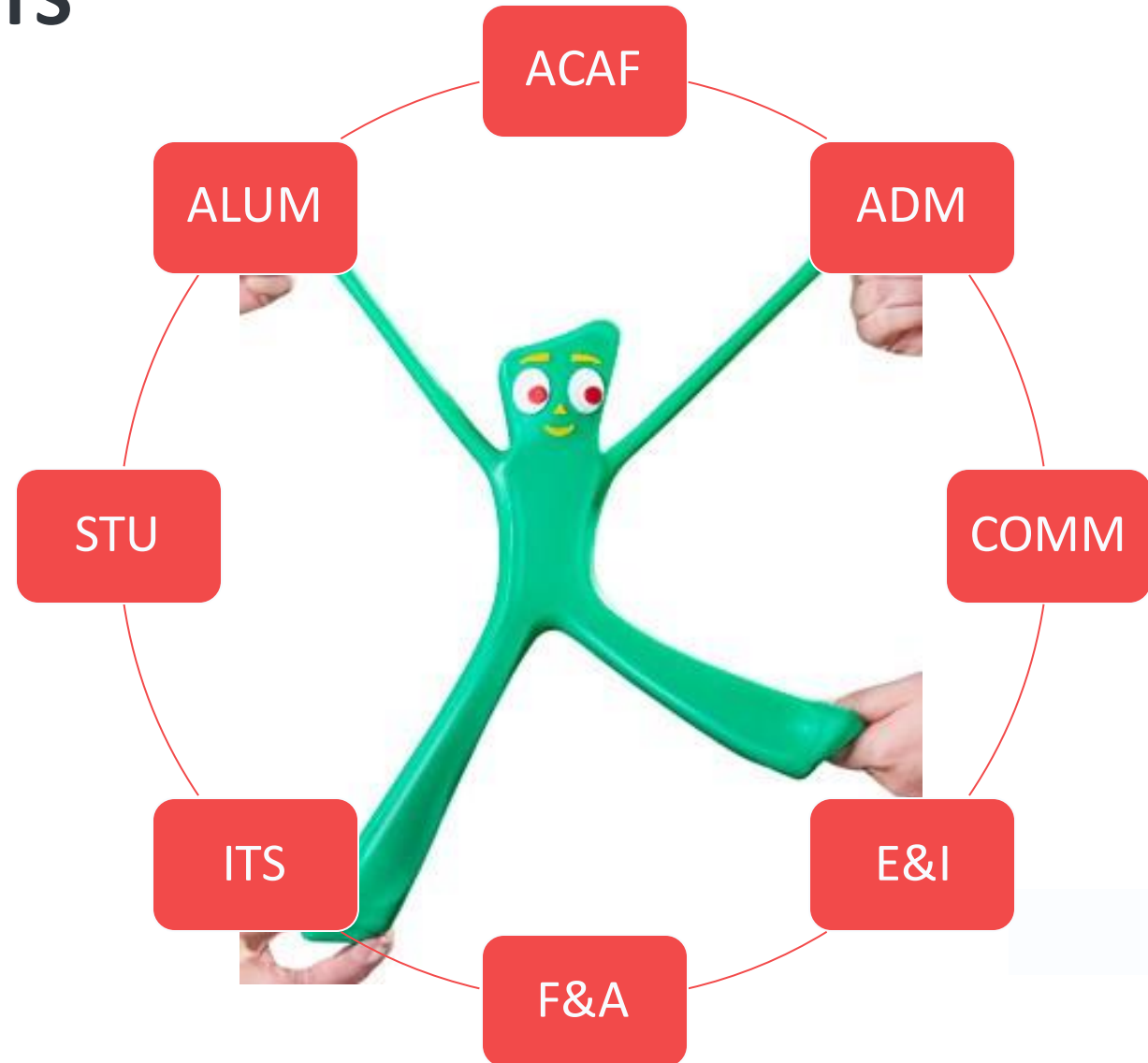
Many different services

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# ACAF vs COMM vs FINA vs STU

Many different functions

*Requiring*

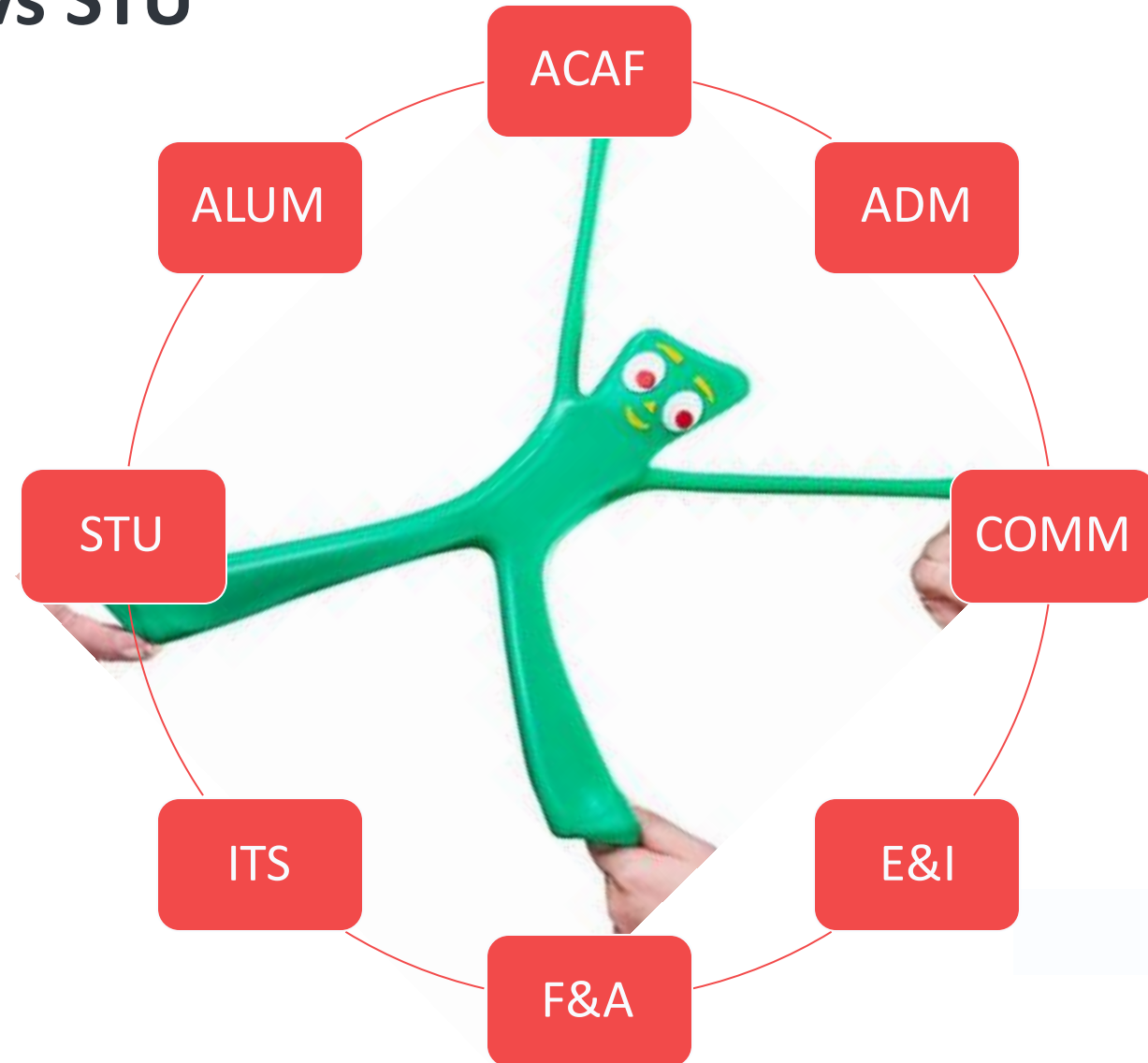
Many different services

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# What to Do??

Many different functions

*Requiring*

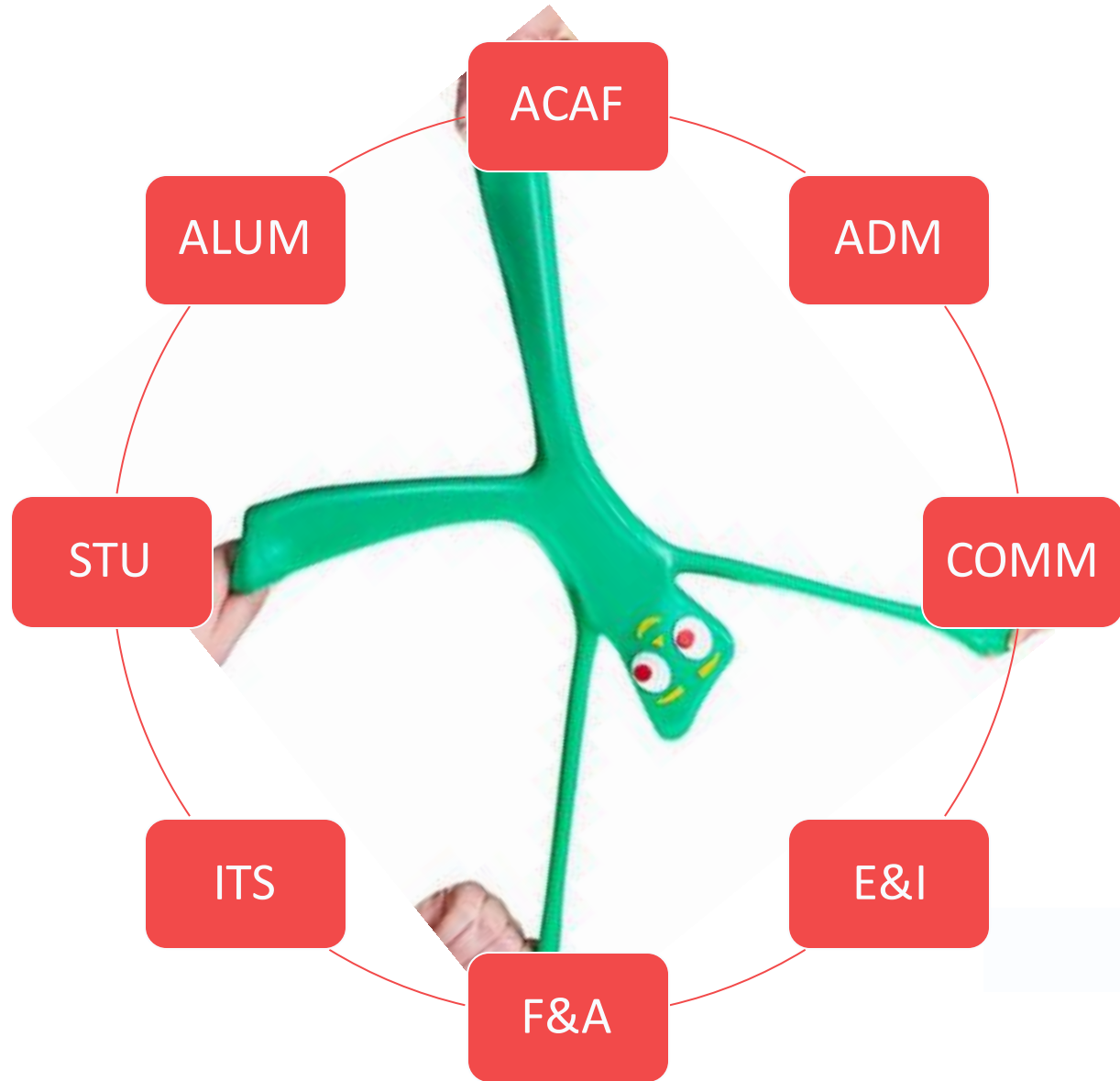
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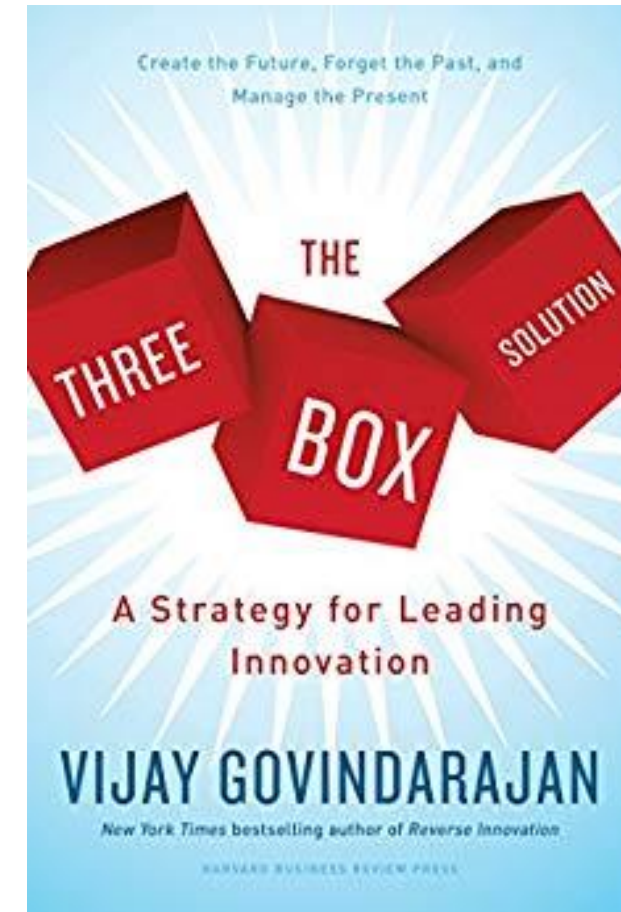
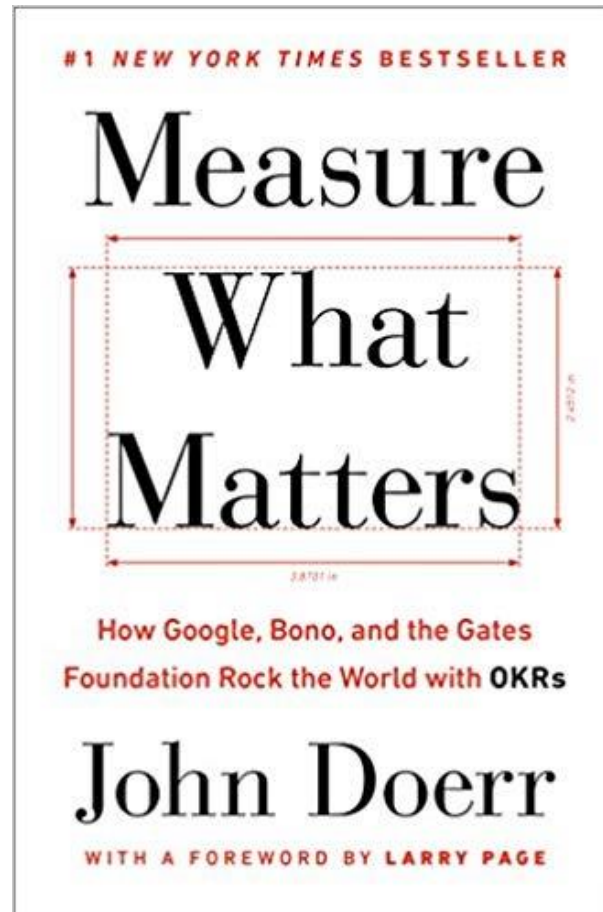
A green gummy worm is being stretched by four hands, one at each end. In the center of the stretched worm is a small gummy worm character with large white eyes and red pupils. The background is white, and there is a red triangle in the bottom-left corner.

**Your Mission...(should you choose to accept it...)?**

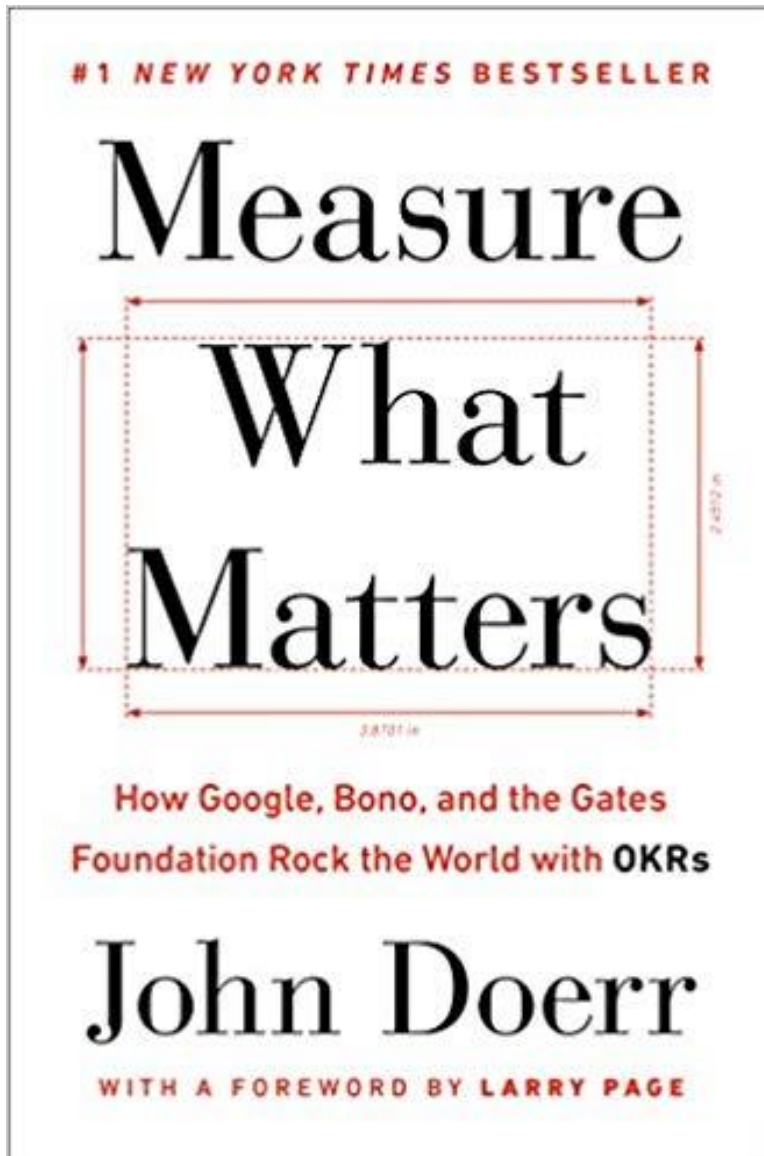
**SAVE  
GUMBY!!!**

**...But how?**

Do some research! Like, read these two good books:







## Key Concepts

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### Objectives and Key Results (OKRs)

**Objectives (WHATs):** Tangible, unambiguous, obvious when achieved, aggressive but realistic

**Key Results (HOWs):** Measurable milestones, describe outcomes *not* activities, include evidence of completion

OKRs are shared publicly, frequently revisited, often cross-team

# Key Concepts

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**BOX 1: PRESENT – Optimize core functions**

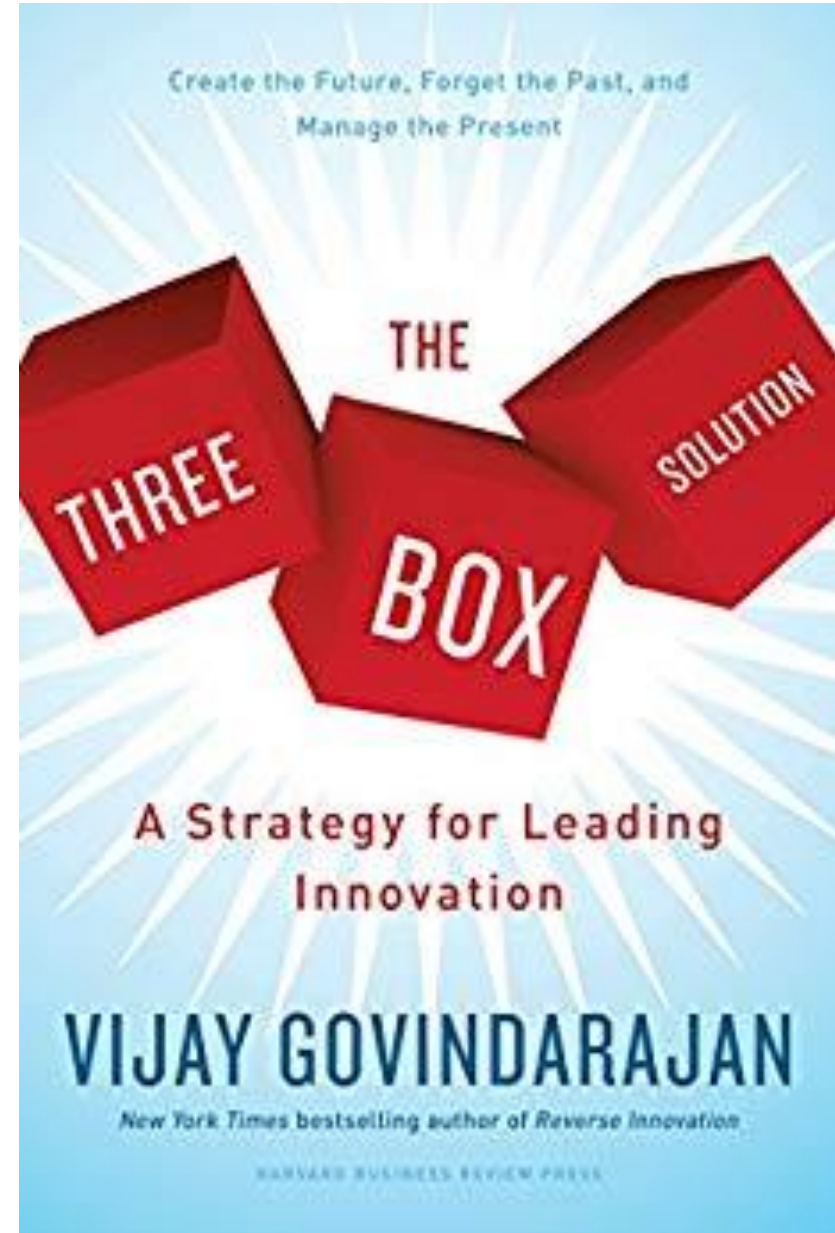
(Vishnu - god of preservation)

**BOX 2: PAST – let go of old practices, habits, activities, and attitudes**

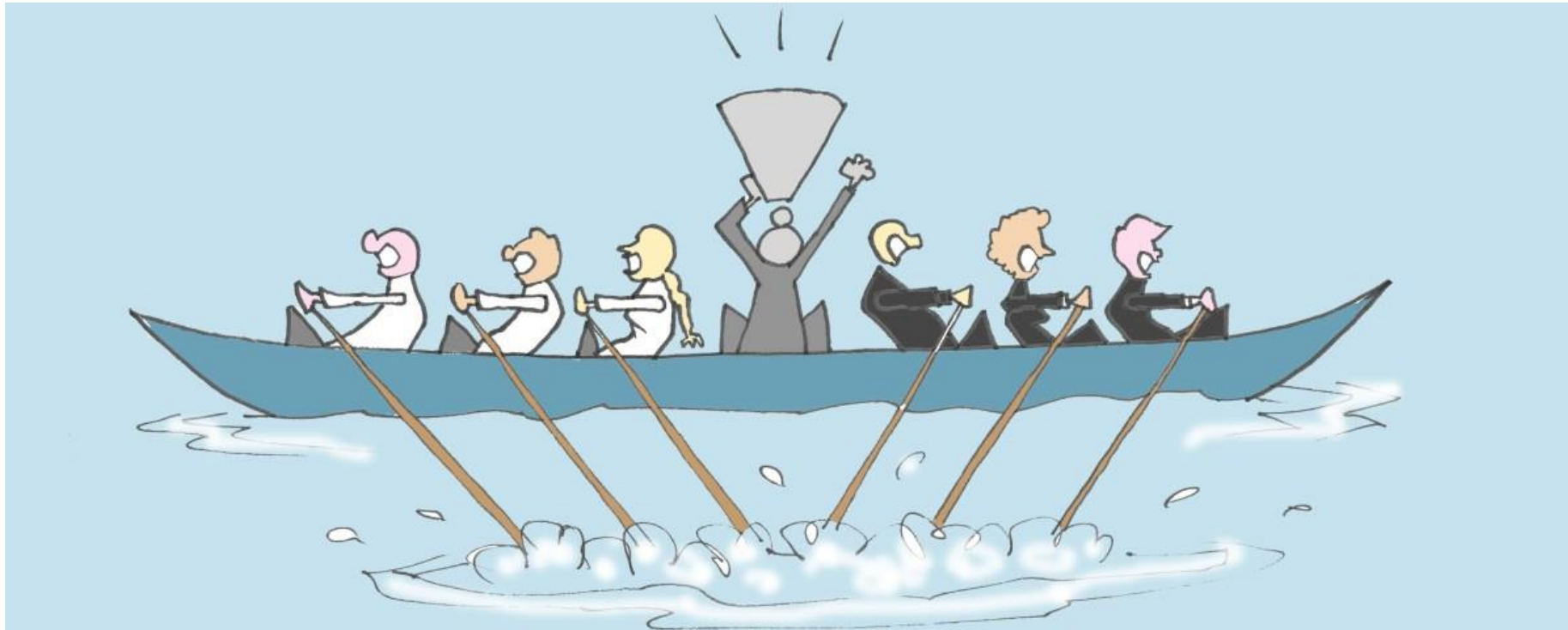
(Shiva – god of destruction)

**BOX 3: FUTURE – Try new things, pilot new ways of working, failure expected**

(Brahma – god of creation)



**There has to be a better way...**



# Key Concepts

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## Traps



**TRAP #1:** Failing to differentiate between committed and aspirational OKRs.

**TRAP #2:** Business-as-usual OKRs.

**TRAP #3:** Timid aspirational OKRs

**TRAP #4:** Sandbagging

**TRAP #5:** Low Value Objectives (aka the “Who cares?”)

**TRAP #6:** Insufficient KRs for committed Os.

# Initial reaction

How does this apply to me?

Shiny new tool for Same Old S\_\_\_\_\_.

Project oriented or transactional?

Are we the only ones doing this?



How do my OKRs relate to ITS OKRs in memo to Board?

Relationship to performance reviews?

Maintenance is required (vs. "Set it and forget it". Grrr!

# Observations on a Work in Progress

- ❖ Excel – limitations as a tracking tool
- ❖ OKRs change (dates, people, priorities)
- ❖ Staffing changes can orphan OKRs
- ❖ OKRs force conversations about priorities
- ❖ OKRs encourage collaborations to achieve shared objectives
- ❖ Public sharing and regular review is important
- ❖ This appeals more to IT departments than other departments (we are more motivated to save Gumby than our colleagues), but there is adoption across campus (e.g. Finance and Administration, Communications, etc.)



# Regular reviews + ratings = actions to improve

		DEPT	
GOAL	ACTIVITY	VP of Infor	
<input type="checkbox"/> Deploy Multi-Factor Authentication (MFA) for O365, WesPortal & VPN by June 30, 2019	Enable OPT-IN MFA for all Wesleyan accounts via a smartphone app	▼	3
	Meet at least once in Fall and in Spring semester to review progress	▼	3
	Pilot MFA for two high risk administrative teams by the end of 2018	▼	3
	Require MFA for all high-risk individuals on campus by June 30th 2018	▼	3
	Require MFA via a smartphone app for all ITS by November 30th for	▼	3
<input type="checkbox"/> Implement Vulnerability Management Program by December 31, 2018	Define server hardening / security baselines for Windows & UNIX by	▲	1
	Develop metrics to track and report trends on vulnerabilities by Dec	▲	1
	Implement the Next-Gen firewall features of the Palo Alto firewalls b	■	2
	Implement vulnerability management procedures for Windows & U	■	2
	Move at least 50% of the windows servers to patch automatically by	▲	1
<input type="checkbox"/> Reduce Personally Identifiable Information (PII) on unapproved systems by 50% by June 30, 2019	alert & block SSN from being sent via email by June 30, 2018 for facu	▲	1
	Choose software to manage PII mitigation by March 31st.	▲	1
	Implement updated PII mitigation procedures by June 30th.	▲	1
	Perform business analysis on current PII mitigation procedures to de	▲	1
		▼	26

# Value?

## A Framework to Prioritize...

Focus energy on institutional priorities.





Reduce tension that may arise from what seem like conflicting priorities.

Position IT as a strategic ally that is engaged at the outset and not just to execute technology.

Engage the IT organization in the institutional vision





# Lessons Learned

**TIMING OF IMPLEMENTATION (START NOW, NOT IN AUGUST!)**

**EXECUTIVE ALIGNMENT MATTERS...**

**START WITH WILLING PARTICIPANTS, THEN...**

**STRIVE FOR BUY-IN FROM ALL CABINET AREAS**

**WORK ALL THREE BOXES FOR EACH PRIORITY AREA**

**NO ONE GETS IT RIGHT THE FIRST TIME (OR TWO, OR THREE...)**





**Wesleyan University**