

Cornell Information Technologies  
IT Workforce Planning

This template should be used as an organizing device to begin to capture your unit's response to the recommendations coming out of IT Workforce Planning. The relatively open design of the template mirrors our belief that various colleges/units will need to respond in ways that are appropriate for their particular situation with respect to information technology use and support. Please note that many items on the template do not require a response by all units - they are included for the sake of completeness, in order to convey the full scope of the required response to the IT Workforce recommendations by the various campus entities involved in technology support.

Please fill in your proposed response to each of the applicable recommendations below, along with your forecast of results for your unit. The results could be actual cost savings, or some improvement in service. Also please indicate if there are actions CIT or another unit on campus must take in order for you to be successful. The Office of Information Technology, 314 Day Hall, should receive these responses by 1 November 2004.

**1. Units should create an IT organization.**

CIT's organization chart is available at:  
[http://www.cit.cornell.edu/cit/org/CIT\\_Org\\_Chart.html](http://www.cit.cornell.edu/cit/org/CIT_Org_Chart.html)

**2. Units should designate a Manager of IT to supervise IT staff in the unit.**

Polley McClure is the head of the overall CIT organization. Individual directors head each division.

**3. Units should adopt and support the IT Roles and Responsibilities described in Information Technology Roles and Responsibilities (<http://www.cit.cornell.edu/oit/Reports/2003>).**

- I. General Workstation and End User Support: Comply. De facto mechanisms for providing second tier support must be formalized.
- II. Servers and Group Services: Close to compliance. CIT does not yet offer mass storage services. When it does, it will be available only to clients with machines in the server farm.
- III. Academic/Instructional Applications: Comply.
- IV. Research and Other Discipline-Specific Activities: Comply.
- V. Administrative/Business Applications: Comply
- VI. Other Application/Development Areas: Comply. Standards setting process facilitated through the ITMC.

- VII. Networking/Communications: Comply.
- VIII. Security: Comply.
- IX. Computer Operations/Facilities: Comply.
- X. Training and Education: Comply
- XI. Management and Oversight: Comply.

**4. Establish an IT Managers' Council.**

The IT Managers Council was established in the fall, 2004, and has met monthly. The Director of Distributed Support chairs the council.

**5. Assign, support and hold accountable CIT Director of Business Information Systems for developing and promulgating a vision and architecture for administrative systems that includes not only the central functional systems but also the school/college and departmental level systems.**

The business architecture document was completed with input from COG and ASP. It is available at <http://www.cit.cornell.edu/oit/Arch-Init/adminarch.html>. The technical and product architecture documents are pending.

**6. Harvest and redeploy "fractional IT persons" and establish a review process for open IT positions.**

Complete. The Vice President for Information Technology must approve all position postings for CIT and OIT.

**7. Units should cross-train their IT staff so they can provide back-up coverage.**

All concerns raised by individual CIT staff about backup in specific areas have been addressed. Various, though not all, CIT units have cross-trained every staff member to ensure back-up coverage.

**8. Maintain high priority commitment to IT staff training and aggregate and coordinate necessary training resources to permit economies of scale and mutual support.**

The ITMC professional development committee has systematized work with the CIT training and documentation group to aggregate and coordinate IT professional staff training.

**9. Units should provide for career development of IT staff.**

CIT has launched several initiatives to promote the career development of IT staff, including:

- The Technology Scholarship Program
- The annual Career Development Process (separate from the performance dialogue process)
- The Employee Leadership Program

**10. Operating units should take advantage of opportunities to aggregate hardware and software purchases.**

CIT participates on the ITMC and with ITMC committees to work to aggregate IT purchases. CIT site licensing services and Cornell's Purchasing Office negotiate hardware and software contracts.

**11. Operating units should actively manage the life cycle of computer hardware and software.**

Division directors are responsible for overseeing the life cycle management of hardware and software in their areas. CIT has a four year replacement cycle for staff desktop and laptop machines, except where the nature of the work requires more frequent upgrades. CIT Public Lab machines are replaced on a three year basis to ensure maximum benefit to students and faculty. General guidelines on server replacements are four years for Windows boxes and five years for unix.

**12. Cornell should more aggressively designate and manage its portfolio of hardware and software standards.**

CIT has standardized on Dell (Windows) and Apple desktops running current or one back level of OS software. Server hardware is IBM and Sun, running AIX, Solaris, Red Hat Linux, or Windows (2000 or 2003). CIT uses Microsoft Office as its standard productivity software on current or one back level release of software. Exceptions are made as required by needs of the business.

CIT will participate with units on ITMC to identify and recommend standards. From the administrative systems side, there is concern about attempting to guarantee that services will work on all devices designated as standard, particularly in relation to packaged software.

**13. Units should take advantage of central server farm machine room and operating systems support services.**

Comply.

**14. Units should take advantage of the institutional electronic mail and calendar services rather than operating their own.**

Comply.

**\*\*\*The following recommendations are targeted at CIT and/or other central administrative offices. College Deans do not need to respond to them. They are included in order to provide a comprehensive view of the recommendations that will be acted on by various entities.\*\*\***

**15. Cornell should identify a champion for administrative systems.**

The Executive Vice President will be Cornell's champion for administrative systems.

**16. Unit administrators should participate with the VP's in a governance structure to establish priorities and recommend decisions about investments and strategies for administrative computing.**

This governance structure is being investigated.

**17. CIT should engage directly with schools and other campus units to develop and support information systems for their use.**

CIT has engaged with schools and departments on several key initiatives. First, the development of an IT architecture, with initial focus on Administrative Computing, involved the College Officer's Group and Campus Computing Directors Executive Group. Second, CIT is developing hosting services that can be used throughout the campus. Currently, CIT offers hosting of Cold Fusion, Brio, Common Spot, uPortal, and Oracle. CIT will work on joint opportunities to partner on applications with generic applicability as requested. Candidates include Graduate Applicant Processing System (GAPS) and Web Financials.

In 2004, CIT also met with colleges and administrative units to better understand the root causes that made shadow systems necessary.

CIT has also developed an account management program and is exploring related initiatives that will help it better understand unit perspectives and develop and support information systems for their use.

**18. Cornell should focus on harvesting benefits from systems investments. Adjust the SPAR to make the plan for harvesting benefits explicit and measurable.**

The Executive Vice President will drive this recommendation.

**19. SWAT teams should work with local units after new systems are installed to support effective deployments.**

The last big system implementation was in July, 2003. CIT must still develop plans to work with units to support effective deployments after system installs.

**20. Modify practice of hourly billing for CIT time on administrative systems projects.**

Complete as of July, 2004.

**21. Develop a plan for eliminating the mainframe.**

Plan is complete, but may need to evolve as a result in changes in the administrative computing system schedule/landscape.

**22. Build CIT staff skills around project management, PeopleSoft, and customer service and ensure that CIT staff are providing full value.**

Customer Service strategic survey complete. Review to begin.

Customer Service training is a small part of Employee Leadership Program.

Project Management Office, staff and programs are in place.

PeopleSoft training is in place for Information Systems staff.

**23. Continue to develop benchmarks for costing administrative computing.**

IVY+ has been unwilling to share dollar amounts. CIT is exploring benchmarking by using staff numbers.

**24. Reduce the number of PeopleSoft instances supported by CIT.**

As of September 30, 2004, CIT moved from 39 instances to 24, and from 29 databases to 15.

**25. Explore off-shoring of programming.**

Explored services from vendor. Did not implement because SMG did not approve start-up costs.

**26. CIT should offer more services to units such as data administration, web hosting, server administration, and desktop support.**

CIT now offers all of these services, as well as CMS hosting, Brio hosting, and ColdFusion hosting.

**27. CIT should develop and publish service standards and regularly report actual performance against those standards for services to campus such as electronic mail and calendaring.**

CIT is working with its primary server/service monitoring tool (NetVigil) to develop performance monitoring and reporting for key services and will make those reports public.

**28. Technology Special Interest Groups (SIGS) should be formally recognized and supported.**

Several SIGs, such as IT Security, Public Computing, Cluster Computing, and Web Development, are currently recognized and supported.