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NORTHWESTERN
UNIVERSITY

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TO: Northwestern University Community
FROM: Sean Reynolds, Vice President and CIO
RE: Administrative Systems Reorganization

The purpose of this communication is to announce changes that will enable the University to have a more holistic approach to administrative systems delivery and support, and allow for focused resources on project management, business analysis, reporting activities, and other common activities across these systems.

Effective May 1, 2014, Administrative Systems will become a new department within NUIT. It will be staffed by members from NUIT's Business Intelligence Solutions, NUIT's Management Systems (ITMS), and Project Café. The names of these three units will be retired. Units within the new Administrative Systems organization will include the following.

1. **Project Management Office (PMO)**

A new Project Management Office will be established. This office will serve as an integrating point for our administrative systems activities, pulling together projects that span business units and providing more effective service to those interacting with the enterprise systems groups. It will be responsible for planning and coordinating across existing project and support teams, conducting business analyses for new initiatives, and serving as a coordinating point of multi-system projects. Other functions of the PMO will include overarching communications, training, and customer usability. It will also work with our help desks to understand how our systems and business processes might be adjusted to better meet the needs of the community. Reporting to the VP & CIO, Jason Schober will lead this new office as Director, PMO and Enabling Technologies.

2. **Enabling Technologies**, as they have come to be known, are essential tools that enable integration of systems, more rapid development, efficient sharing of information, and the ability to rapidly integrate other systems including cloud-based solutions. Development and support of these technology building blocks will continue to be led by Harry Samuels, Associate Director, Enabling Technologies, who will report to Jason Schober. The following NUIT teams will continue to report to Harry: quality assurance, identity and access services, portal and application development, application platform services, and application database administrators. Corresponding infrastructure staff members from Project Café will be integrated with these teams.

3. **Finance, Facilities, Research Systems**

The Project Café teams that currently support the University's finance (NUFinancials, NUPlans, iBuyNU), facilities (FAMIS), and research administration (InfoEd, NUFinancials) systems will become part of the new Administrative Systems organization. Along with the new responsibilities of the PMO and Enabling Technologies groups, Jason Schober will continue to

lead these teams until a new director is hired. Recruiting for this director, which will report to me with a dotted line reporting relationship to Financial Operations and to the Budget Office, will begin in the immediate future.

4. Alumni/Development Enterprise Applications (ADEA)

The ADEA team from Project Café will become part of the new Administrative Systems organization, with the director of this team reporting to the VP & CIO. We are in the process of recruiting a new Director of ADEA. Jason Schober will continue to lead this team until a permanent hire is made.

5. FASIS and SES

The new Administrative Systems organization will include the teams supporting FASIS (Faculty and Staff Information System) and SES (Student Enterprise System). Reporting relationships will continue as announced during the last two years, with the dotted lines that brought together the functional and technical teams supporting each of these enterprise systems. Kathy Tessororf will continue as Director of FASIS reporting to the Office of Human Resources, with a dotted line to me; the FASIS technical team will continue to report operationally to Kathy. In similar fashion, Ann Dronen will continue as Director of SES within University Enrollment, with a dotted line to me; the SES technical team will continue to report operationally to Ann.

6. The Business Intelligence Solutions staff and the Project Café reporting team will join together to integrate our data repositories. By developing shared repositories and creating common data elements, they will support the growing demand from our users for a more holistic and multi-disciplinary view of University data. This new reporting team of the Administrative Systems organization will be directed by Luna Rajbhandari, who will continue to report to the VP & CIO. The team will also be complemented by our new Information Management governance committee, chaired by Andrew Ludington, our Information Strategist.

It is important to note that the staff whose reporting lines are being realigned with this change have contributed significant talent, commitment, and results in the delivery of administrative systems to Northwestern University. We would like to take this opportunity to acknowledge their hard work and expertise, and thank them for their roles in implementing, upgrading, and maintaining our central enterprise systems. Through their efforts and collaboration with other University colleagues over the years, they have given us a solid core of administrative systems that can be leveraged for more holistic and integrated service requirements in the future.

We understand that these changes are significant and that we will need to continue to adapt to respond to community needs through our administrative systems. Time will be needed to evolve these new structures and have staff acclimate to these developments. We appreciate the support of our staff, partners, and users of our systems, and it is important that we all do our part to make this transition as smooth as possible, especially as the new organization takes shape.

More information will be provided through planned meetings with affected staff, our governance committees, and with other groups affected by these changes.