Work Portfolio with Related Examples

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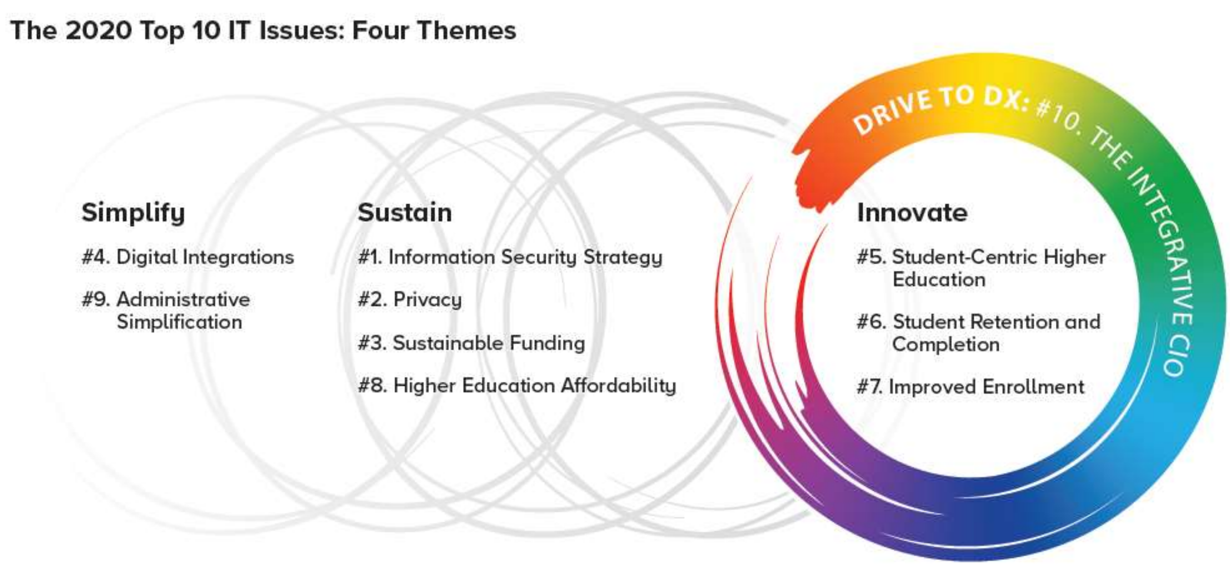
Digital Transformation:

- What is Digital Transformation?
- The Three Pillars of Digital Transformation
    - Focus on the customer
    - Data transparency
    - Integrating technology
- How I have used Digital Transformation

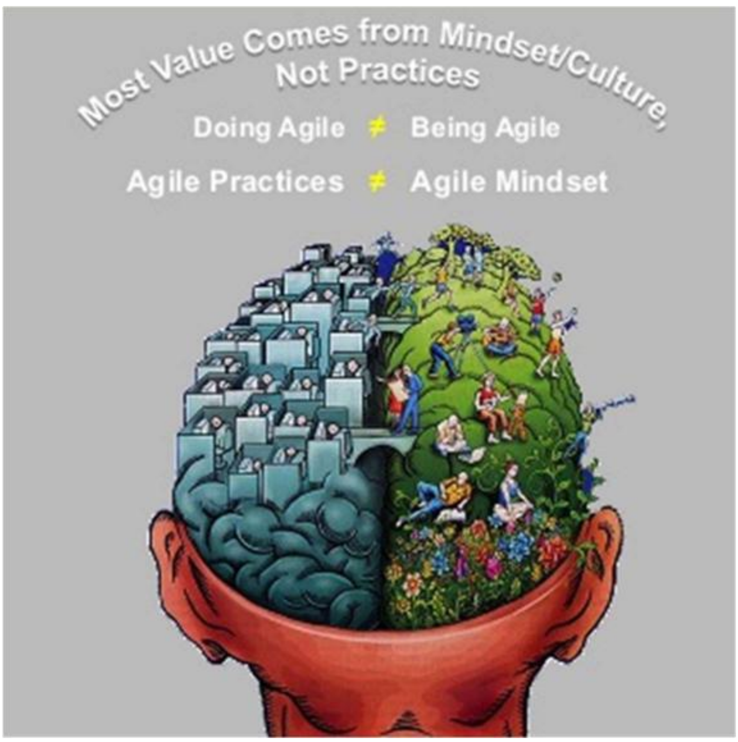


Driving toward Digital Transformation (Dx) has been a part of most of my career and can be found woven through the many examples in this work portfolio. However, Dx is far greater than the sum of its parts. True Digital Transformation comes from focusing on the outcomes rather than the outputs.

What is Digital Transformation?

The first podcast I listed to specifically related to Digital Transformation (Dx) started with the host asking the guest their definition of it. The guest immediate said: “Basically, automate everything.” The second podcase I listened to on the subject of Dx started out with the same question, but this guest had a different answer stating: “It is much more than just automating everything.”

The biggest roadblock discussing Digital Transformation (Dx) is that there are many definitions and concepts, so it is hard for most people to seriously engage. Because of the confusion many will jump to Dx just being a buzzword or maybe just too complicated.



The reason why both of the definitions above are true is that if an organization attempts to automate everything they can, they will start to unlock a multiplicity of effect and even if the focus is on the individual outputs of a process, the truest benefit will eventually be the outcomes achieved and how users who never had an input in technology will find themselves playing a much bigger role with the design of future business process utilizing technology. It is better to have a plan, but the side effects of automation will build the base towards Digital Transformation even if that is not the original objective.

A good basic definition for me is: “Dx is the best way to get a user the information they need in the most useful format possible so they can best do what they need to do”. Thinking just a little down the road, I would suggest that definition of “need to do” will change significantly. For example, how an employee currently does their job vs. how they should do their job can be very different. Once users get more involved with their process, they will be more efficient.

At Northwest, when discussing some ideas for centralizing data with a fellow Assistant Vice President, he told me that 25% of his work was manually moving data from one archaic system to another. He indicating the organization was paying him a large salary and a fourth of his time was concentrated on work well below what he was paid to do.

If you researched the “three pillars of Digital Transformation” you are likely to find about a dozen combinations based on different analysis. The most common is “people, processes and technology” if you stick to just three. I have grappled with this for some time as it is important to be able to communicate Dx as succinctly as possible or else losing others is very likely.

My “three pillars of Digital Transformation” are:

- Focus on the customer experience (this includes all stakeholders as customers)
- Data transparency
- Technology integrations

I have spent a great deal of effort connecting these three pillars of Digital Transformation with other elements of IT strategy. Although it would be convenient for me to be able to categorize and organize the different elements of my work examples within my three pillars of Digital Transformation listed above, I can’t easily do so. Why? Well, that is the point of Digital Transformation, there should be a great deal of crossover and synergy as many frameworks and best practices are based on logic and when organized, produce positive results in many areas.

My Three Pillars of Dx

1. Focus on the customer experience

Web designers and others use the term customer experience and that is definitely part of how it applies to Digital Transformation. It is also important to note that I feel employees are the customer as well as they have many business practices that interact with core systems.

Many definitions about the mainstays of Dx will include a pillar called “processes”, which I feel is the utmost of importance. However, I believe this fits better as a subset of the customer experience. My entire career has focused on business process reengineering and workflows, trying to make life easier for stakeholders by adding efficiencies and increasing reliability of data. I have worked with employees and users focused on the viewpoint of the all customers to better design processes, so I see it fitting nicely in this category.

2. Data transparency

Data transparency is all about giving the user the data that they need to accomplish a task or formulate a strategy. As I mentioned in my personal definition of Dx, once users start to get access to information more easily, how they use it will change, the user will start to see more possibilities. IT can help provide a lot of ideas for customers and employees, but the user or business process owners connected to the customer are the ones that knows their own processes best and can provide the feedback necessary for true business process reengineering.

If you have ever worked in an organization where access data was difficult or required reports being downloaded to spreadsheets or sent to your email, you know how frustrating it can be not to have the data in the format you would like. However, if you realize that frustration you are a step ahead of those that don't even know what type of data would help them succeed. Whether you are a student that would benefit from visualizing up-to-date graduation requirements or a supervisor that needs to track progress on transcript processing, having visual information you can see and collaboratively share is essential for achieving Dx.

3. Technology integrations

There are really two points of view on this element and they represent different ends of the technology integration spectrum.

The first focal point is integrating different technologies like a successful Web portal might work, taking different systems, but creating a framework that not only connects these technologies, but does so seamlessly. A Web portal for a university might have an HR system for employees, an LMS for students and faculty, an intranet, collaboration sites and various complexities of programs ranging from vendor-provided ERP applications, custom code and low or no-code supplemental jobs that run parallel to the main system.

The more complicated form of technology integrations are similar to the portal example, but focus on more sophisticated integrations like data files, APIs and Service Oriented Architecture. This type of integration focuses more on using longer-term strategic architecture to allow data to seamlessly flow through different systems and not as much on the user's ease of moving through the systems themselves.

How I Have Used Dx

Below I will list some of the sections of my work portfolio and how Digital Transformation comes into play with each:

Enterprise Architecture (EA)

One could argue the three pillars of Digital Transformation completely align with that of Enterprise Architecture.

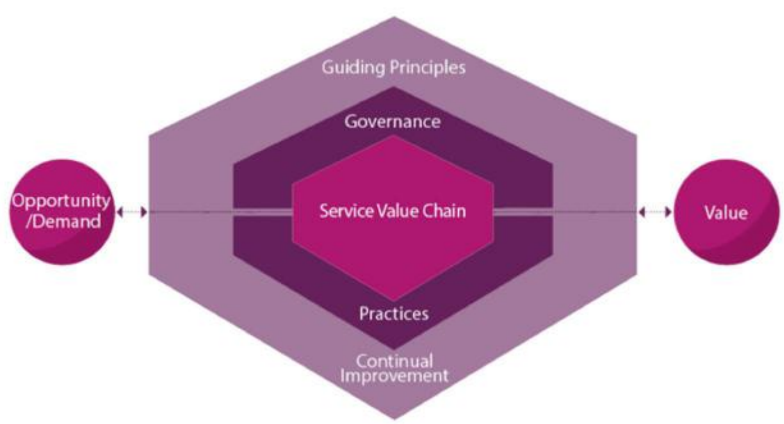
One example of Enterprise Architecture in its simplest form is to create mock-ups of forms to help illustrate to users/customers a concept prior to building-out the functioning program.

Many who work in EA do so at a higher level, constructing sophisticated documentation of complex computer systems and their relationships to each other. This category of EA syncs up well with Data Transparency.

Finally, the highest level of Enterprise Architecture matches up well with technology integrations as systems using APIs and other scripts to fully and seamlessly connect to each other.

ITSM/ITIL

ITIL process help organizations connect needed resources efficiently and effectively. On a high level ITIL is about creating value out of services. At the heart of ITIL is the Service Value Chain containing six activities: plan, engage, design/transition, obtain/build, deliver/support and improve. An organizations creativity and innovation can be linked to this process within the Service Value Chain, but this grouping is surrounded by governance, practices and more.



Also, strong, documented processes help put information in the hands of users while adhering to security and privacy standards. Digital Transformation goes hand in hand with access and visibility. A properly designed system will provide the appropriate access to needed services.

The lack of utility is such a drag on organizations. The Service Portfolio and Service Catalogues promote the utility of products and services and that communication helps connect users and their needs to the services that are available.

Security and Privacy

One difficulty in managing security risk is the result of organizations fast-tracking agile and DevOps initiatives and planning for security has trailed. However, as stated earlier, standards and innovation should not be at odds. The more understanding IT has for the business practices and the greater transparency of data, the better the planning will be to protect systems.

The recent high-level concerns over privacy have come on so quickly and require organizations be able to adapt to various needs. I will show later in this portfolio how I gathered a small, but representative user group to provide a methodology to process data requests and create consistent data governance and privacy decisions. The process combines the skill and knowledge of the diverse group along with a collaborative online system. This system allows for less attention to be given to standard requests (due to approved standards) and more for more complex ones.

Project Management & Implementation Strategies

Project managers are now being seen more as strategic leaders in an organization because they are implementing the strategies of an organization through their project leadership. However, these are just words unless a true change takes place in the way project managers lead.

Communication is huge in projects. I always saw project managers as mostly those that send hundreds of emails each week. I have never been a fan of using email vs. online tools as it is just a series of one-way communications that result in long chains that sooner or later are difficult to decipher. Better integration of communication and collaboration tools are needed.

I helped design a tool that not only informed users of status changes, but stored all data for future analysis. Project analytics can be incredibly useful in aligning the specific types of resources needed with those that are and will be available. With a moderately-sized IT staff, it is important to be able to illustrate all current and future projects and break those competing priorities down by the type of resource needed.

Collaboration

Collaboration is at the heart of Dx and is what separates true transformation from just implementing electronic automation. However, stakeholders need the proper tools and guidance to create the greatest effectiveness. Due to Covid-19, everyone now knows the product names Zoom and Microsoft Teams. Users were able to adopt these new tools relatively easily and that type of quick adaptability helps make the steps toward Digital Transformation easier. Keep it simple and get everyone involved. I have also witnessed these tools resulting in shorter, better defined meetings as they can be scheduled easily and there is no need to worry about locating a room or staff getting from one place to another for back to back meetings.

Business Process Reengineering

As I stated in my intro “What is Digital Transformation”, one of the three most common pillars referenced is “processes”. I also mentioned I like to put this under my own mainstay called “Focus on the Customer”, with the customer also including key stakeholders like employees.

The fullest ambition of Digital Transformation is to enable highly personalized customer relationships. These relationships are needed for all types of projects and planning. The visual nature of Dx also assists greatly with reengineering processes and with agile at the heart of Dx, if the current state is already visually documented and prescribed, it makes it that much easier to define the future state.

Banner ERP and Integrations

At first glance, this category probably would be seen as the least likely to be aligned with Digital Transformation. Even those who espouse the benefits of agile practices in generating solutions or working through projects will acknowledge that large-scale projects lend themselves to using Waterfall as a project management methodology.

Extremely large projects utilizing vendors to help implement can often mean the vendor has worked out a process based on previous projects and the client can benefit from their wisdom. In my personal experience, super large-scale projects tend to be unique and vendors aren’t nearly as good at providing best practices as they should be. I have often asked a vendor for a best practice checklist and was met with an initial pause, then some mumblings followed by generic documentation that didn’t get to the heart of what I was asking for. Where is project management analytics? As I mentioned above in the project management section, organizations are not paying attention to resource allocation and planning, nor are they even capturing the information. Spreadsheets are there to be edited, but not saved back into a master system to review and generate future analysis and improvements.

Also, larger-scale implementations usually generate many smaller projects that the organization will need to work through as a subset of the larger project. These projects need to be agile-driven as they often need a quick response with many unknowns.

Agile/Innovation vs. Governance/Standards:

- Agile & Innovation
- IT Governance & Standards

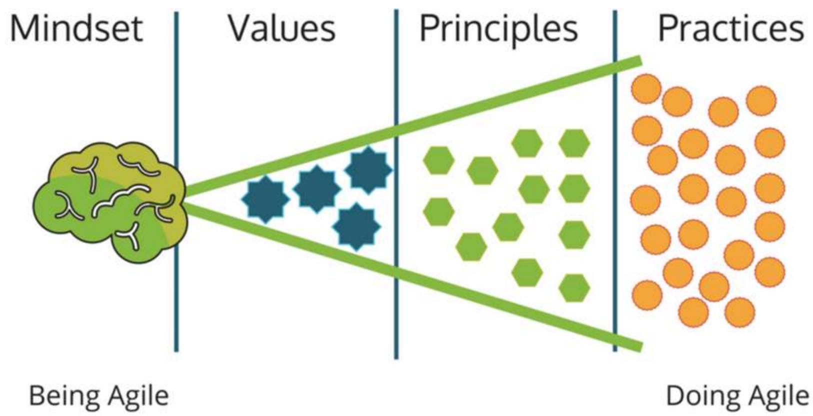
This portfolio section is a perfect segue between Digital Transformation and the IT frameworks that follow.

There is misconception that innovation and IT governance work at cross purposes, similar to right-brain vs. left-brain analysis. While I am a firm believer in the need for the use of IT standards and governance to increase efficiency and reduce risk, I feel the results produced through governance provide the necessary safeguards and platforms to promote the innovation and agility needed.

IT governance is essential for many areas of IT to help manage risk as well as resources. However, IT should not use governance as a way to impose their will on users. IT governance should be negotiated efforts to promote buy-in and support from leadership.

Agile & Innovation

Agile is much more than a style for developing software. Agile is a mindset that IT needs to promote with the areas they work with to enable an iterative approach. This means that there is not a huge upfront commitment. I have found that departmental users often need information in small pieces to help understand technology processes.



The Waterfall alternative is to gain as much information and requirements up front and then the project manager hands it off to the developers to create. I like limiting the number of up-front requirements and time associated in getting them and then be able to show iterative results.

I have used the agile framework starting with process owners for almost two decades and at Northwest it has proved extremely useful in creating low-code workflows for areas like Capital Programs, HR and the Registrar's Office.

The agile approach has worked for me in non-technical projects like creating procedures and collaborating with multiple departments to produce policies. Northwest has certain decision-making tools to guide groups. These tools, such as the Northwest Decision Brief encourages short, well-defined stages to collect information, validate that information and then get the proper people in place to help make a recommendation. In an effort to streamline the Decision Brief even further, I had our department create an online version of this form, tie Decision Brief options to the Northwest Strategic Themes and Objectives and make all information visible through the portal.

Northwest uses a RACI model (Responsible, Accountable, Consulted and Informed). Agility can be hampered by large committees, so small, strategically selected core groups are much easier to coordinate for review sessions. Updates can be reported out to a lager, secondary group to keep them informed (per the RACI model).

What I like best about being agile is the consistent, two-way communication process throughout the process. Agile encourages business process owners to become more involved with the IT processes and this is the "outputs vs. outcomes" comparison that helps lead toward transformational change.

IT Governance & Standards

Risk can be reduced by utilizing frameworks like ITIL that help standardize processes to ensure specific practices are tracked and employed. Costs may be lowered by authorizing and promoting the use of enterprise applications vs. individual departments having the ability to purchase their own software. IT Governance also reduces risk through IT's authority to regulate the usage of enterprise applications.

Systems jobs may be rated for complexity and organizational impact and steps will be verified and communicated. A series of approvals may also be necessary to guarantee the safety of actions on systems. Governance also reduces costs when IT can be an early contributor of global decisions like software purchases.

There is a need for IT Governance and a strategic approach for getting buy-in from leadership is essential in enforcing it. Too many times IT will try to impose its will and blame technology limitations rather than collaborating on other options.

Trust must be built to create the cooperation needed for organization-wide policy enactment.

I led a small group of data stewards to form Northwest's Data Governance and Privacy Team. IT has a definite role, but when it comes to data sharing policy and institutional processes for granting, changing and removing access, a campus-wide approach is best.

One specific example of how data, IT Governance and workflow processes work together is a software inventory tool I designed to help manage the strategy of software purchases at Northwest. Individual divisions were purchasing software and there was no coordinated effort to align these individual strategies. The program captured the license and maintenance costs. It was also critical to record what the implementation time would be on a similar product so that IT could plan ahead to review the current software with key stakeholders allowing enough time to research competing options and implement one of those options if needed. Too many times departments did not let IT know about a renewal until it was too late to switch to a better product. There are many ways that a review process can improve future decisions, but they must be built-in to the overall process.

Enterprise Architecture:

- Putting it all together by including Business Architecture
- Organizational Strategy Enabled
- Data Modeling
- Network Architecture
- Roadmaps & Timelines
- Northwest Portal Architecture

When I first arrived at Henderson State University, I realized there was a glaring lack of documentation. The same was true at Northwest. Many staff worked in their present jobs for years and a campus-wide culture existed at both schools.

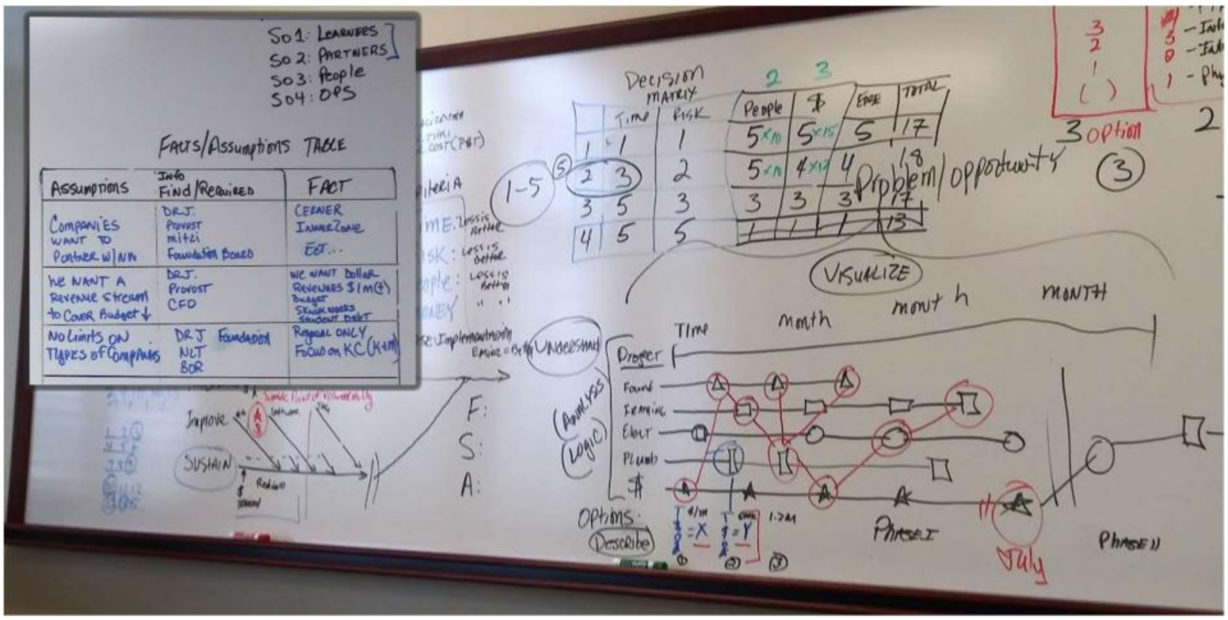
Within IT, very small departments at both schools, any departure due to retirement or staff moving on to other positions could result in a serious lack of knowledge transfer.

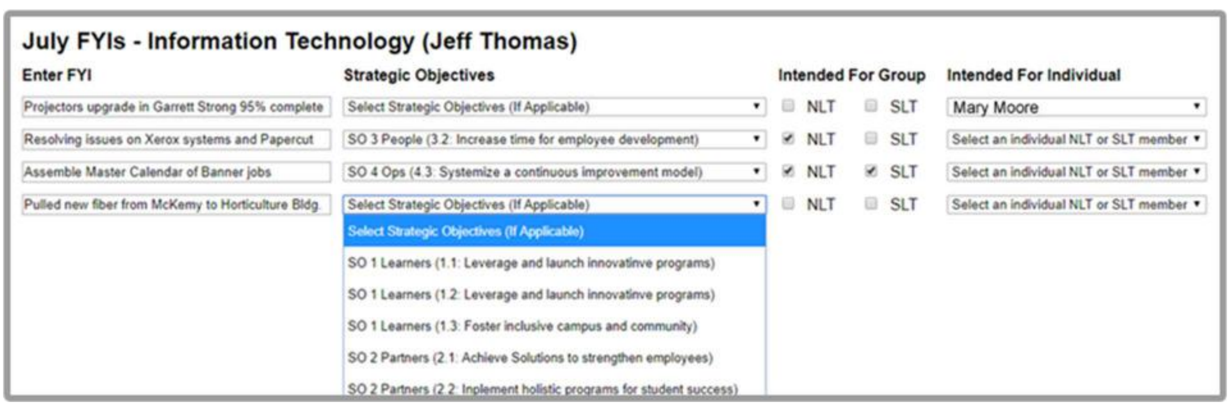
In both institutions we needed to collect current data and network documentation and create a plan to share that data.

Organizing artifacts representing the current state of data flows, software and hardware, processes, etc. results in a visualization helpful within IT. It is also useful when communicating with university leadership providing the ability to more easily identify cross-functional interactions.

Putting it all together by including Business Architecture

I was hired under the VP of Strategy and have worked with Northwest's Executive in Residence who specializes in strategic planning and implementation. Bringing IT and business strategy resources together we compared framework methodologies and designed an online system to teach users to better use Northwest's decision system to align strategy to outcomes.

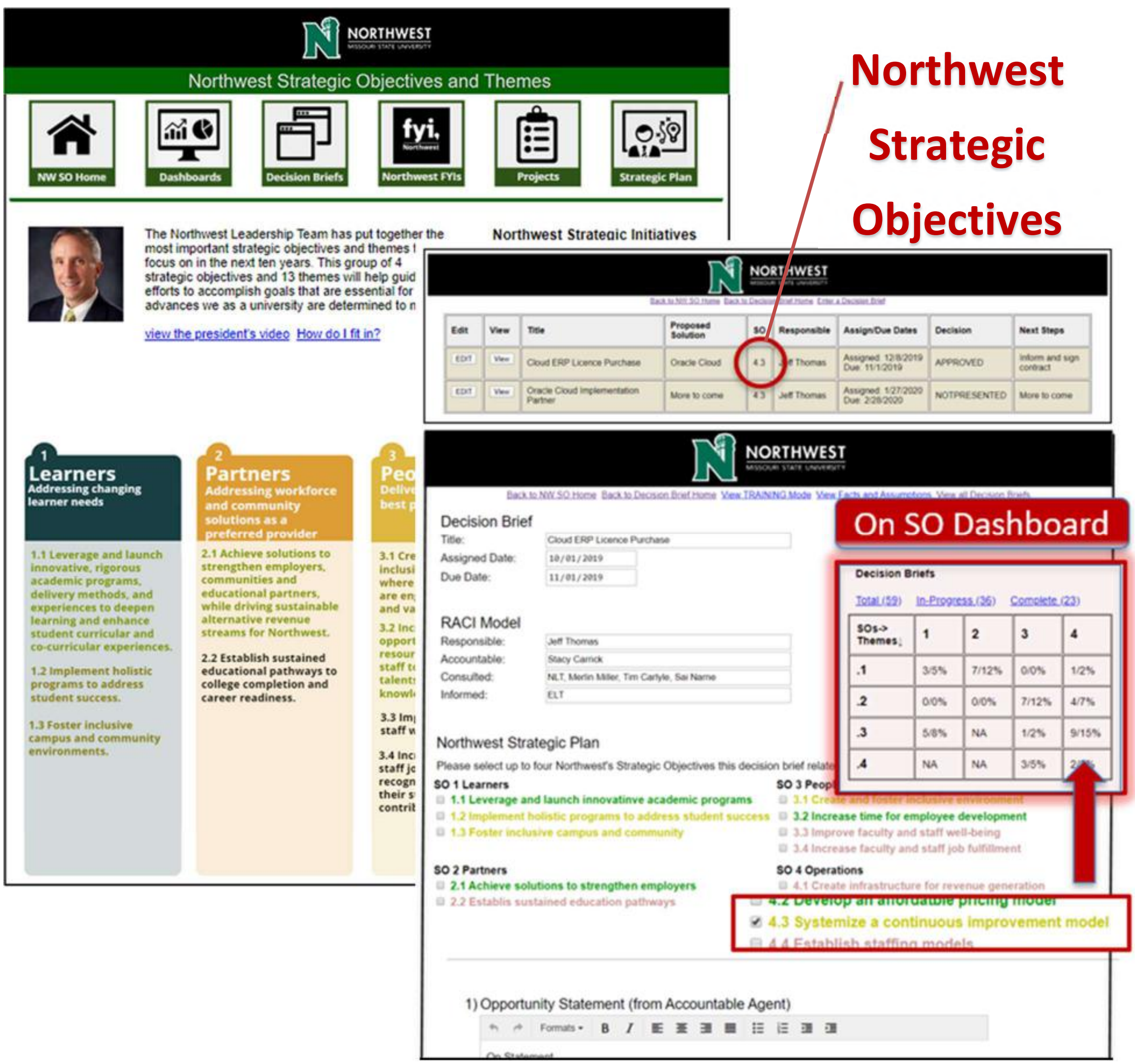




Organizational Strategy Enabled

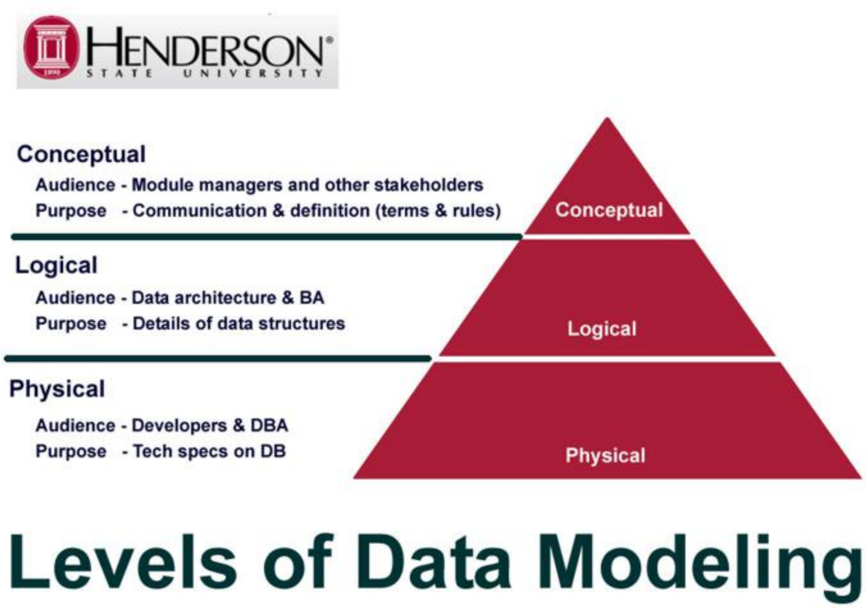
Fully mature Enterprise Architecture must include both IT Architecture along with Business Architecture. This partnership will need to be developed over time and require an organization's leadership to be fully supportive.

I oversaw the creation of the Northwest Strategic Objectives and Themes micro site that connected with other online tools to track the use and measure the effectiveness of staff incorporating these strategic priorities into project priorities.



Data Modeling

The biggest challenge to designing an implementation plan for HSU's new Jenzabar EX ERP system was the lack of reference information and the degree of which the old PX student information system had become customized over the years. Distinguishing between the delivered SIS and the HSU-enhanced segments was nearly impossible. I decided we needed to create data-relationship instruments to help us better communicate within IT and with external audiences.



Five Segments of Data

After an analysis of the current PX SIS the ERP programming team and I identified five areas that we were struggling to communicate properly amongst ourselves, with stakeholders and/or with Jenzabar staff. We decided upon the following five segments of information to map.

- PX SIS database tables and fields – a list of all database tables, fields and a description of each
- Create a user admin list – a list of all menus users and admins have to access data or process information
- Create a list of reports – a list of all reports staff routinely used to view live PX SIS data
- Create a list of programs – this was a list of all programs users and admins used to acquire or process data
- PX SIS Screens – this was a list of all PX SIS screens with a description of the data found on each and who used them

Integrating the Five Segments for Custom Reporting

Data modeling Information was housed on the HSU ITS Enterprise Web site and interactive database-driven displays helped communicate information on all five segments.

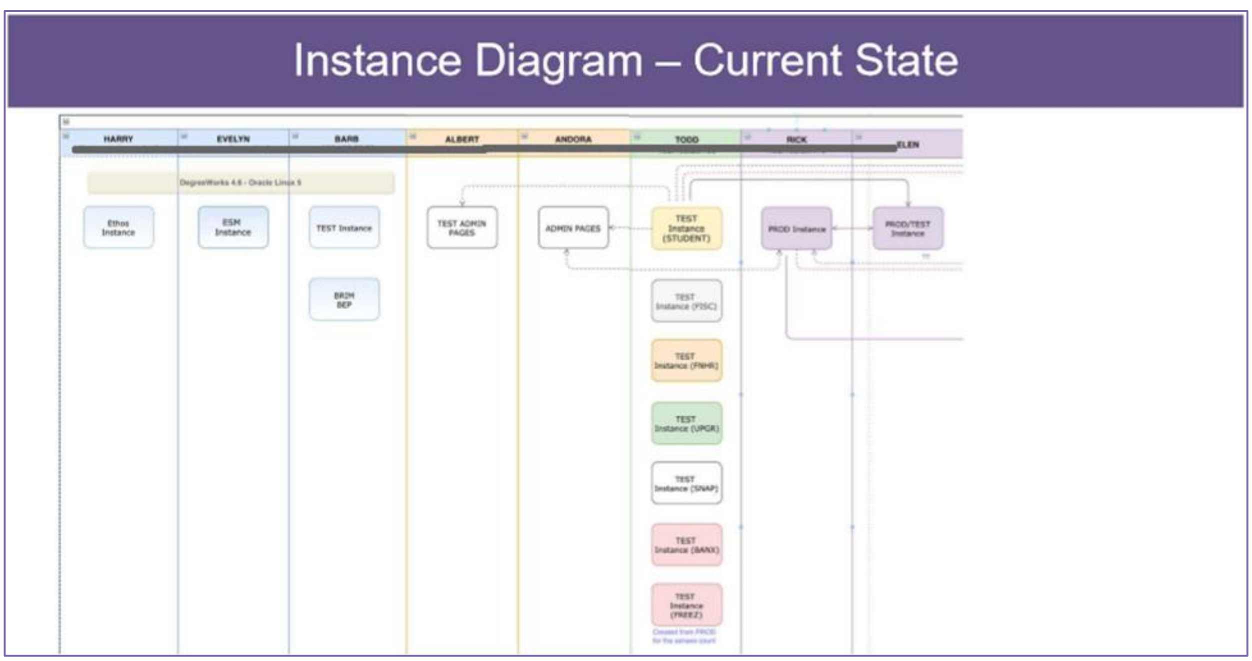
Varying levels of data modeling (conceptual, logical and physical) were needed depending on the intended audience. The lack of data architecture made communicating with any audience very difficult.

Once complete, this concept of custom, database-driven relationship reporting would enable IT to communicate all levels of the five segments with any of the three audiences.

Network Architecture

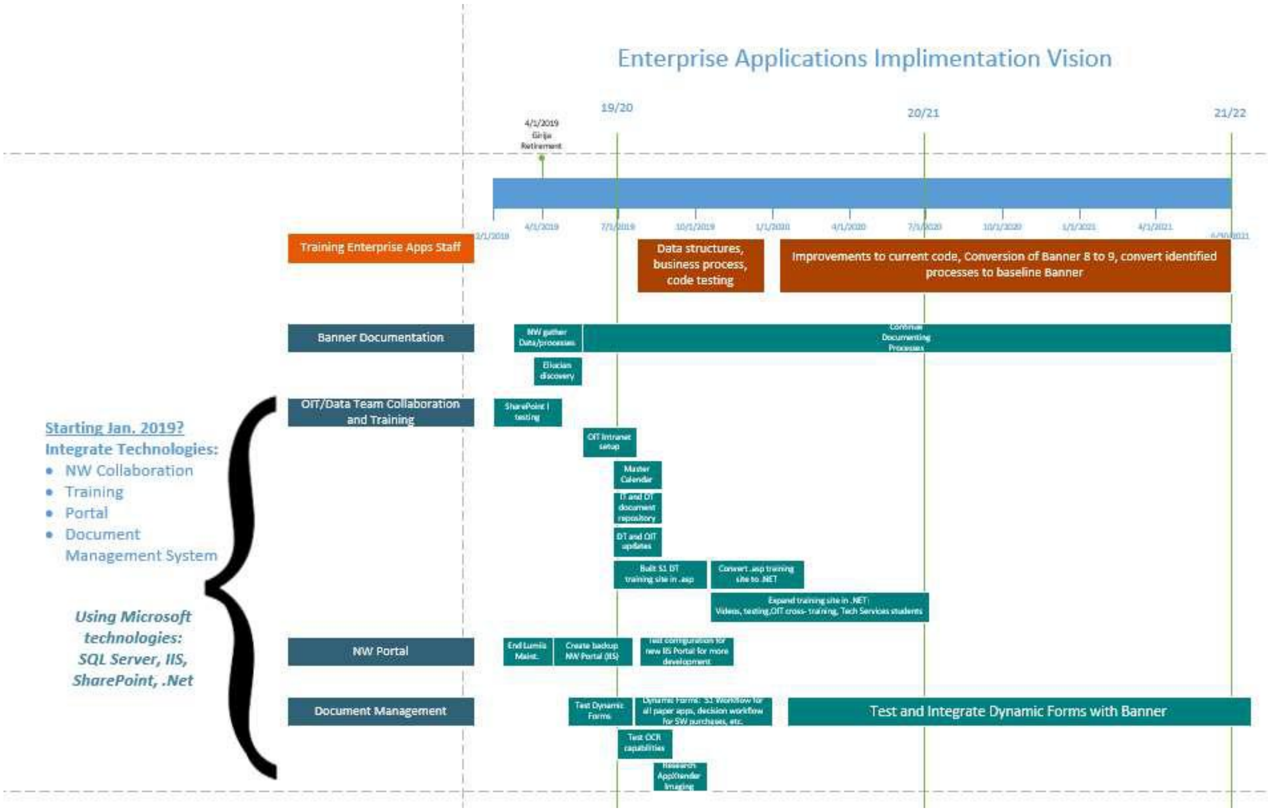
Partial documentation for Northwest's network architecture existed in separate locations. With the recent loss of staff, I determined we need to capture this information and display it in one central location.

Without much time, I started a project to consolidate current documentation and then display it on the Northwest OIT intranet. This was just the starting point and the goal will always be to mature an overall network architecture map that drills down to much more specific information and maps various systems visually based on location, ownership, access and dataflows.

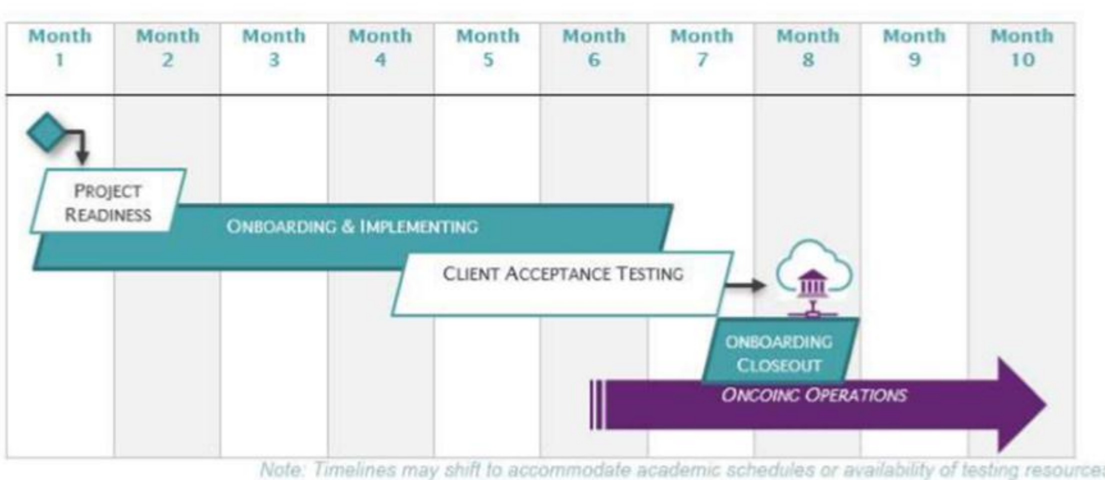


Roadmaps & Timelines

Roadmaps act like a blueprint communicating how IT plans will achieve the strategic objectives within an organization. How projects are visualized within the context of several others will quickly help IT teams and leadership conceptualize processes and strategic initiatives.



Cloud Migration, Example Timeline



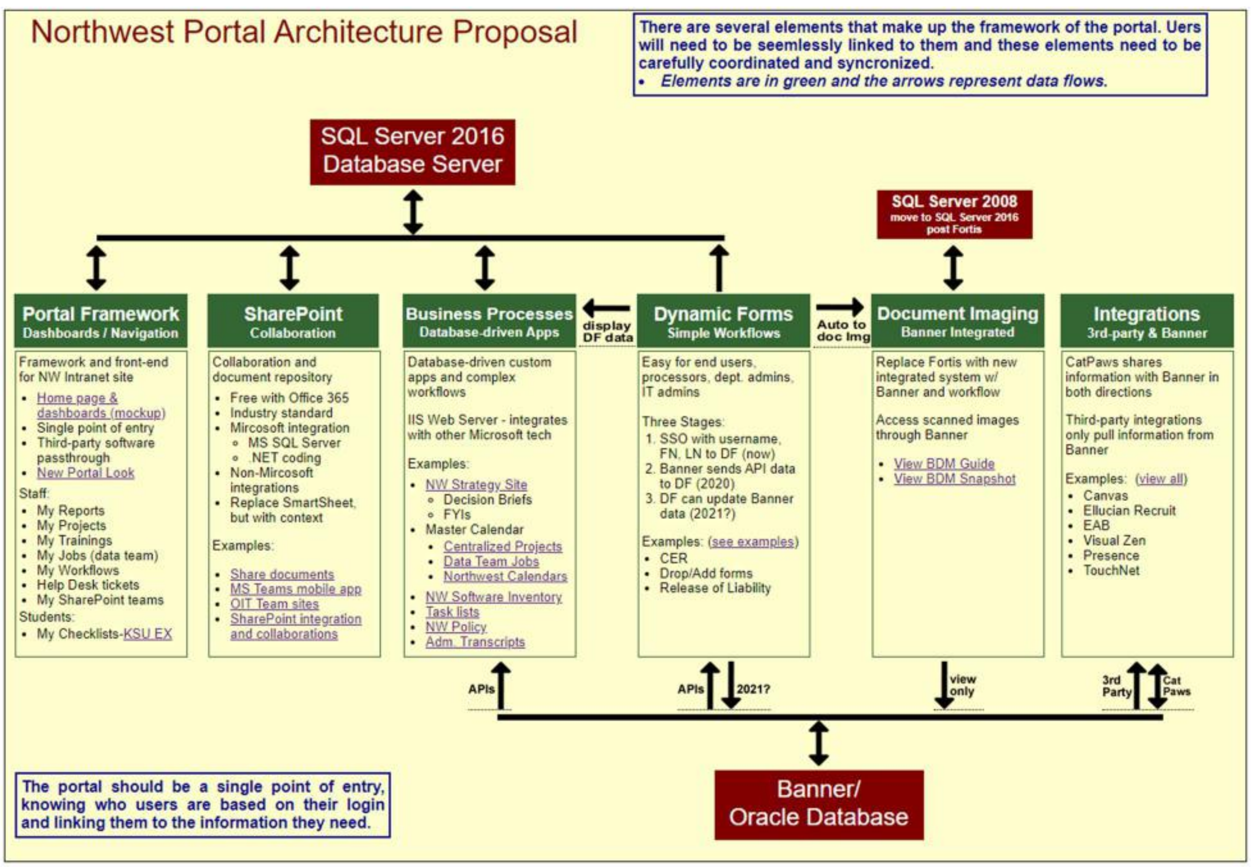
Northwest Web Portal Architecture

Northwest's Ellucian Luminis portal was out of maintenance and being used simple to house PDF forms and little else. I proposed a simple custom portal built with industry standard tools Northwest already was utilizing and grow the portal based on available resources.

To help illustrate the connections between the elements and the data that moved between them, I created Web page view of the architecture linking to various elements to show specific examples and help with the visualization.

Key elements:

- Microsoft IIS Web Server, SQL Server and SharePoint
- Next Gen's Dynamic Forms workflows
- Custom .Net or Java applications
- Banner ERP APIs and third-party integrations
- Document Imaging



Taken from my Northwest Portal Strategy Presentation

ITSM/ITIL:

- Simplifying implementation through Workflows
- Change Management
- Knowledge Management
- IT Service Desk

Most organizations will not implement all ITIL processes. It is best to adopt them in stages.

The underlying knowledge may be lost if adopting too quickly or without a good foundational understanding from IT management.

A well-established home-grown practice may be more effective than a vague application of a framework process.

I have adopted several areas of ITSM through both customized programs and third-party software. I will touch on some of them in this section.

Simplifying Implementation through Workflows

Not Everyone Should be an Expert

Workflows enable users of all skill levels to provide and process necessary information. Integrating workflow programs with ERP systems will largely eliminate the need to physically look-up standard information and manually enter information into a system like Banner. Furthermore, integrated workflows reduce the need for many customizations within the ERP system, reducing complexity and ensuring greater system stability.

Northwest has many paper processes that require users to complete complicated forms, sign-off on them with incomplete information and make hand-written notes as the form is handed off to as many as 10 people for approvals or consent.

Regular staff are even required to know multiple departmental account numbers to complete simple request forms when those are known by the system. Each incomplete paper form needs to go back and forth to staff until required information is collected.

Automation of pre-approved processes eliminates guesswork and new challenges generate opportunities to work collaboratively to standardize additional internal processes. The greater amount of standardization means that the organization has invested the time to re-think critical methodologies and the result will be reduced risk.

Change Management

Standard Processes vs. Ad Hoc Decision Making

Establishing standard procedures/processes for managing change requests is the primary goal of change management. When left to individual interpretation, implementation can vary from staff member to staff member. It is important to think through various scenarios, rate them from low-to-high in impact and risk to an organization then classify them and make those classifications known to staff.

Investing the time up front to create specific actions for how frequent requests are handled will have a positive impact on speed, efficiency and accuracy. This investment will also clarify the different between Standard Change and Normal Change. A Normal Change will need to go through the complete change management review process.

NORTHWEST
MISSOURI STATE UNIVERSITY
MARYVILLE | KANSAS CITY

Administrative Banner Access Approval Form

NEW BANNER USER/REQUESTOR INFORMATION

First Name * | Middle Name | Last Name *

Department * | NW Username * | 919 ID#

Agree ☐

I (New Banner User) agree that I have read and agree to abide by Northwest's Confidentiality Security Notice, as well as, all other information technology and applicable Northwest policies.

Please select one module item!
Select Module(s) Needed *
- ○ Banner Advancement
- ○ Banner Finance
- ○ Banner FinAid
- ○ Banner HR
- ○ Banner Student
- ○ Banner AR
- ○ Banner Advancement

Please select your primary status!
Employee Status *
- ○ Full-Time Staff
- ○ Full-Time Faculty
- ○ Part-Time Staff
- ○ Part-Time Faculty
- ○ Student Employee

SUPERVISOR INFORMATION

Supervisor Name * | Supervisor Username * | Office Phone # *

Approve * ☐

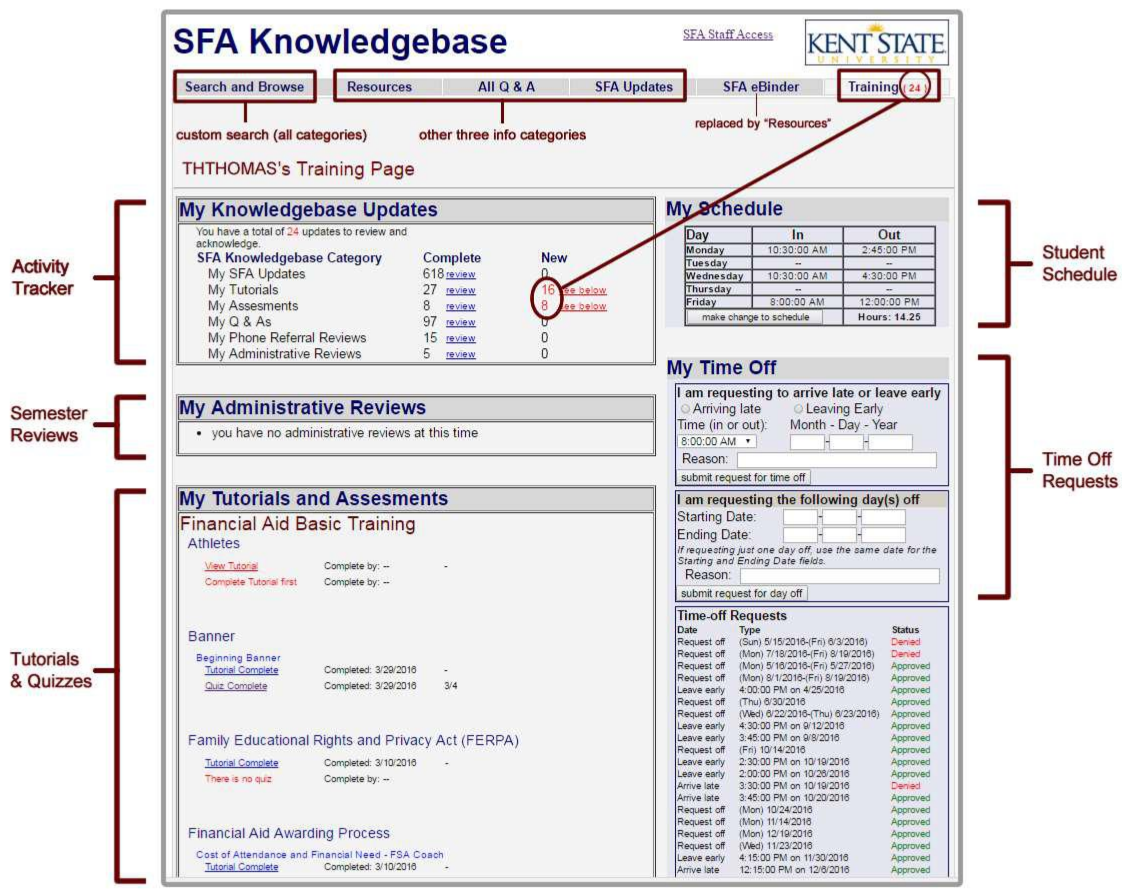
Knowledge Management

Creating Knowledge for the Organization

Third-party apps like SharePoint do a great job of organizing information quickly and integrating systems. Some examples of SharePoint are visible in the Collaboration section of this portfolio. I have also designed systems that are custom-made to the training specifications needed. Staff training systems are essential to pass along information in a uniform manner. I have spent a great deal of time utilizing these tools at Kent State, Henderson State and Northwest Missouri State University.

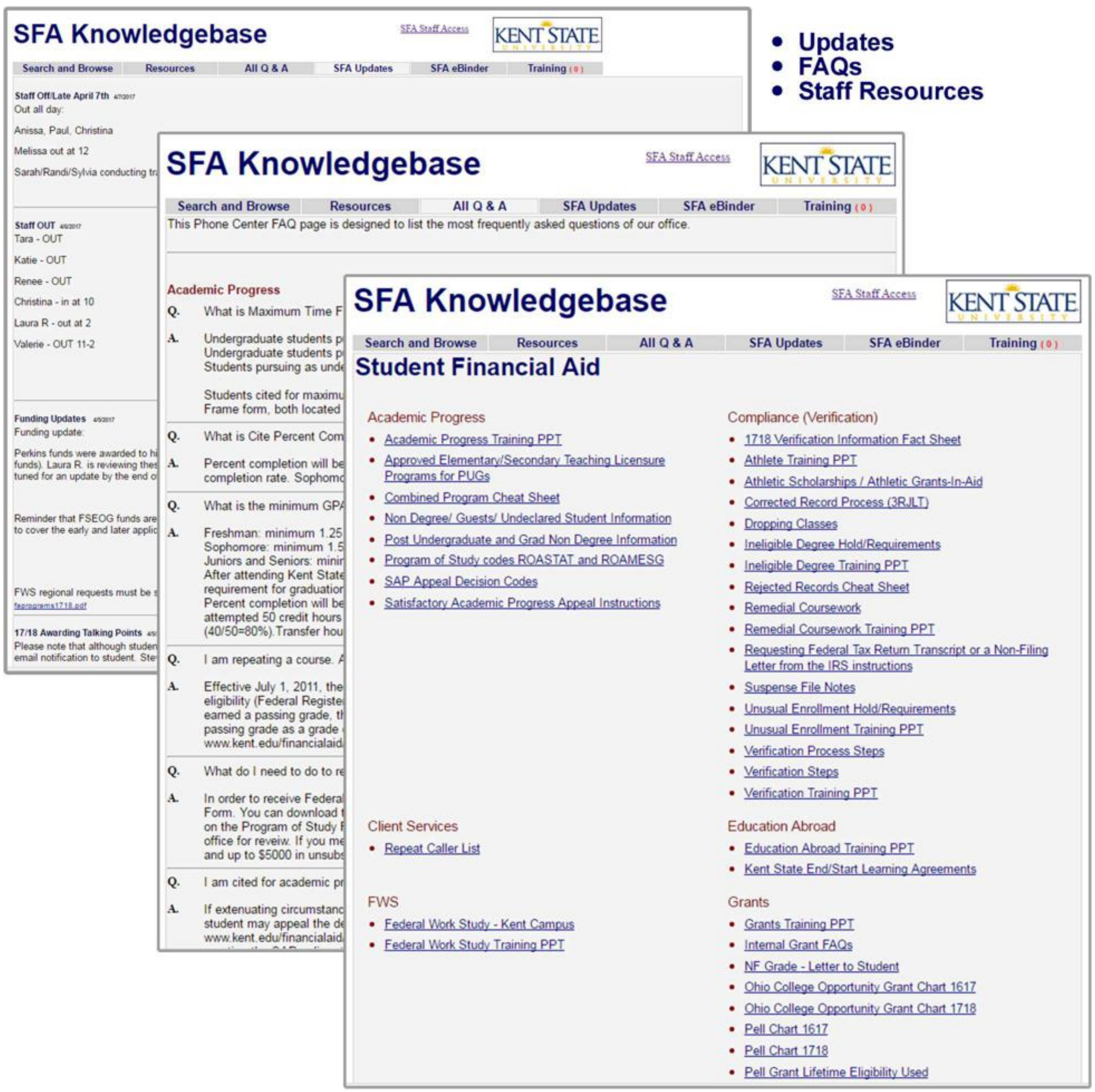
The Financial Aid Knowledge Base program represents my ability to organize data and present it to large staff groups. This model has been used to assist in the training of all full-time staff and student groups as well. The student version has a module for displaying and editing student work schedules and requesting time off.

Working with the training staff, I was able to design this complex learning tool to provide pertinent information and add great administrator and supervisory functions. The knowledge base was adapted to also train Bursar and Registrar staff as well when Kent State moved toward a One Stop service model.



Information and Resources

Third-party collaboration tools like SharePoint are a great way to easily coordinate training materials to increase skills and ensure knowledge transfer. As mentioned above, I have also designed a custom training system for staff while at Kent State to help provide updates, FAQs and many staff resources.



ITIL Service Desk

Transforming to ITIL: From Help Desk to Service Desk

The IT Service Desk is not only the face of IT, but when properly designed, it is the nerve center as well. Many see a service desk simply as processors and not key players within the IT department. However, when properly trained and organized, the service desk team can serve as a vital partner. A Service Desk links the customer to available resources and serves as a communication center, not only when problems arise, but also in planning and coordination.

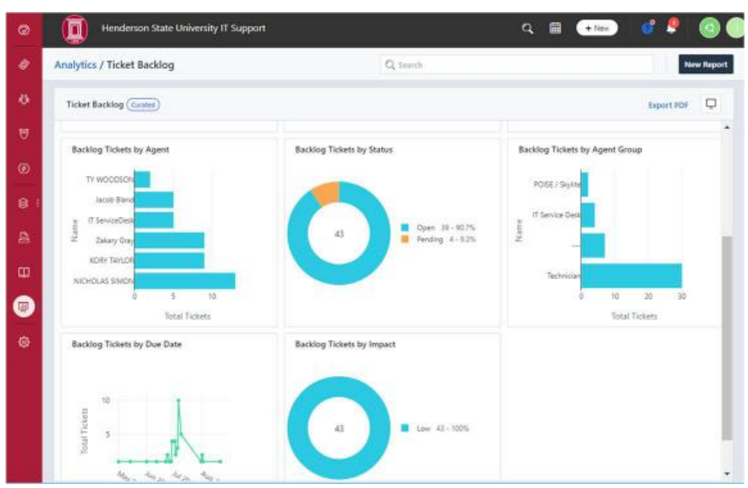
One of the first changes in preparation for the new ERP at HSU, along with many questions and concerns, was to initiate a switch from a “Help Desk” to a “Service Desk” model. For many the two are synonymous and without a defined strategy they are. It was important to make sure the staff were aware of the goals of delivering service utilizing best practices and being proactive rather than simply responding to needs as they come.

The HSU IT Service Desk was a four-person team and I oversaw quite a transformation in a short time. We created an online training center for staff, posted HSU-approved best practices, and emphasized a greater focus on follow-through and follow-up with technicians and customers. When I left HSU, IT was on a path to coordinate A+ training for all HSU IT Service Desk staff.

SLAs and Analytics: raising expectation levels

The concept of service wasn’t viewed as essential when I arrived at HSU. The old help desk would close if there was a meeting or campus event that included all staff. Schedules were not clearly posted for all of IT to see. I was able to promote a level of expectation that emphasized the importance of service and how it reflected on the entire HSU IT department.

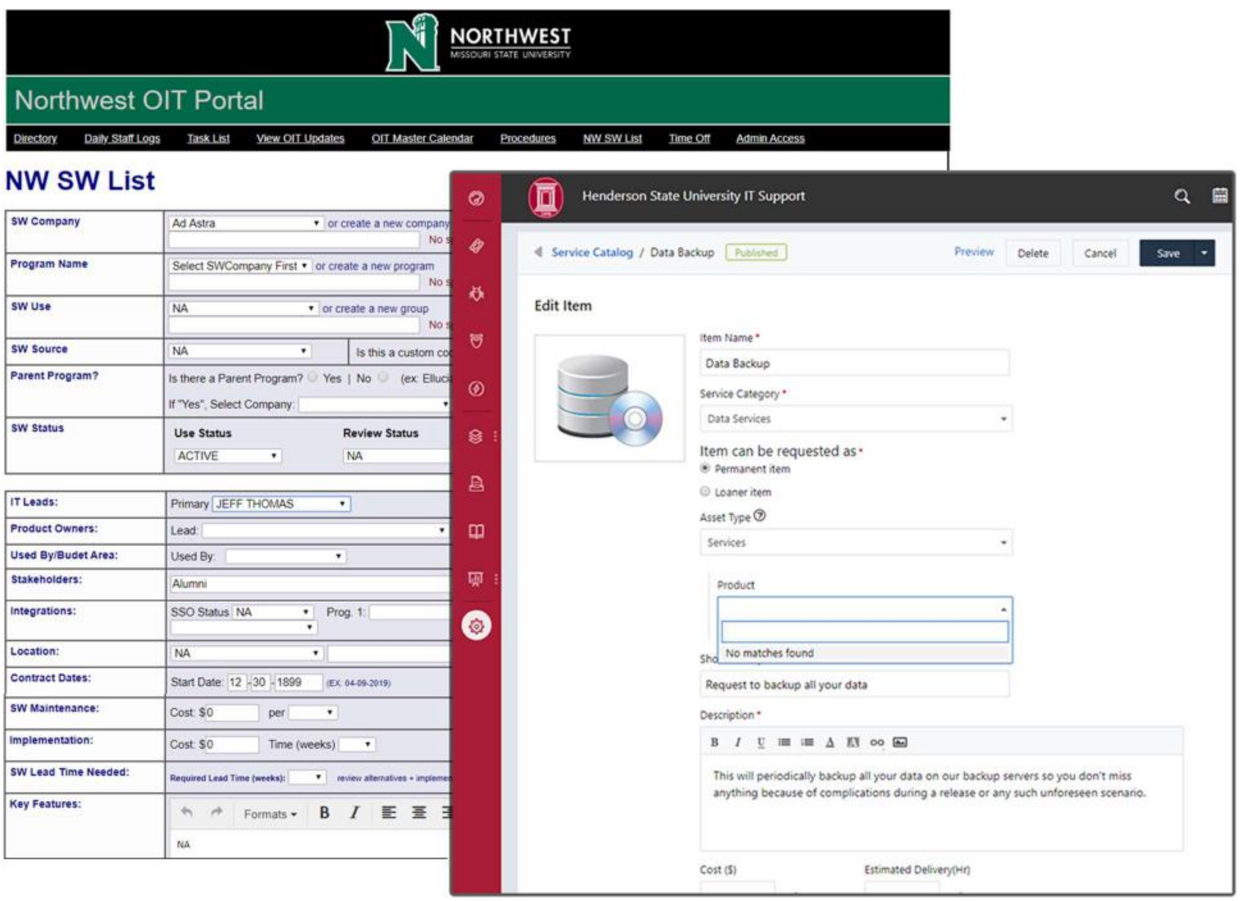
Service level agreement times were reduced during my time at Henderson State. Previously HSU was utilizing the default settings in the service desk software and I worked with the technicians and requested research into industry standards as well as worked within the HSU community to properly calibrate new SLAs.



The Service Catalog and Maximizing Resources

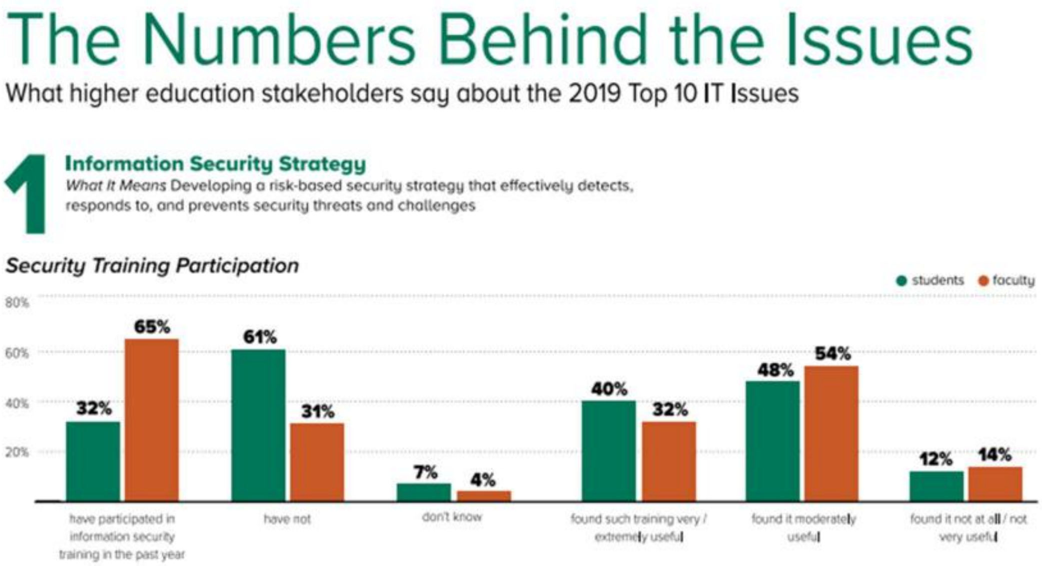
HSU's FreshService software was originally configured mostly for incident management and asset management. Another segment within the service desk software, the Service Catalog, was a target to be implemented as well. Communicating with students, parents, faculty and staff is important to properly convey the correct information about the IT services HSU provided and how these services aligned with current and future business needs.

At Henderson State and Northwest Missouri State, both schools did not strategically lead in promoting the software or other resources that were already in use. IT needs to take responsibility in marketing access to resources, maximizing the value of those resources by understanding the stakeholders needs and providing paths for training on these resources. An effective IT Service Desk will be the center of this effort.



Security and Privacy:

- Cybersecurity Frameworks
- Data Governance and Privacy Team
- Identity and Access Management (IAM)



Security will probably always be the first priority of any CIO. The complexity of today's challenges requires organizations do so much more than acquire tools and apply security measures.

Researching and following the guidance of industry best standards including identifying your organization's current state and prioritizing the biggest needs are a great way to start.

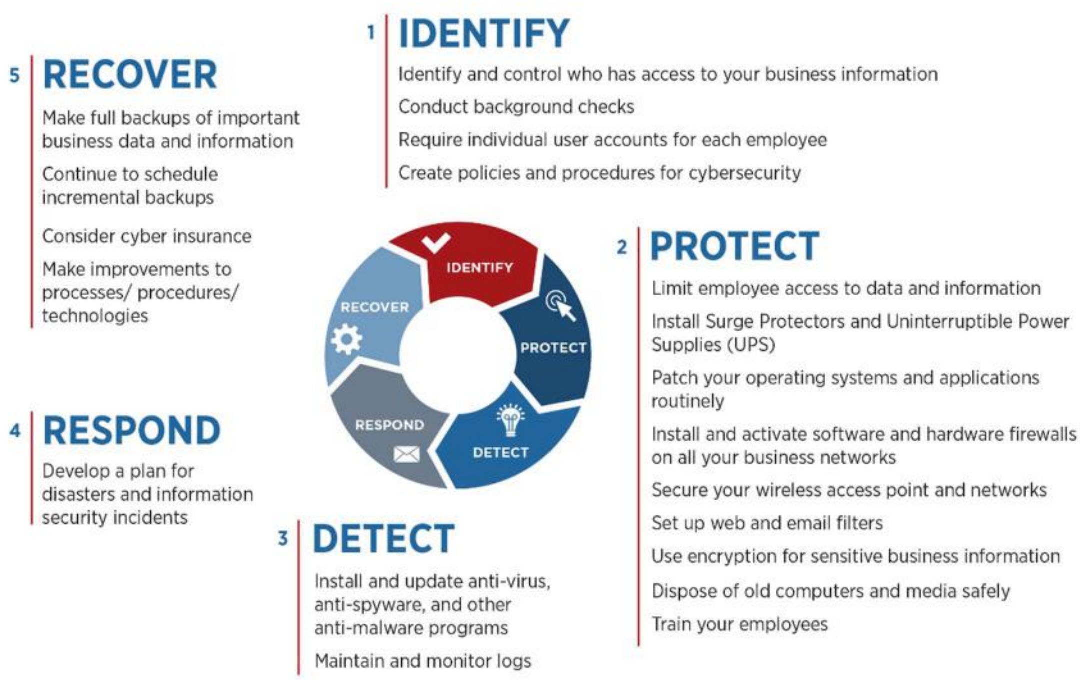
A good security plan will require a roadmap towards security maturity.

Cybersecurity Frameworks

Selecting a Framework

There are several cybersecurity frameworks to choose from. Regardless of your choice it is important to plan accordingly prior to implementing. Similar to selecting which ITIL processes to start with, selecting which controls to start with is important.

At Northwest, I discovered we were applying several security tools, but without a guiding set of principles that the entire IT department could identify with. I created the CISO role at Northwest and provided the vision to move toward a more strategic cybersecurity management process. The role of a CISO also involves relationship management and working with key stakeholders.



Podcasts are your Friends

Trying to dive right into frameworks without context can be overwhelming, but more importantly, cause ineffective application and results. For real world scenarios that I may not have not experienced myself, I find it educational to listen to security podcasts, specifically the CISO Security Vendor Relationship Podcast and Defense in Depth. It is comforting to hear CISOs talk about regular issues in a practical way vs. what you read in much of the research available.

Data Governance and Privacy Team

Selecting a Team for Governance

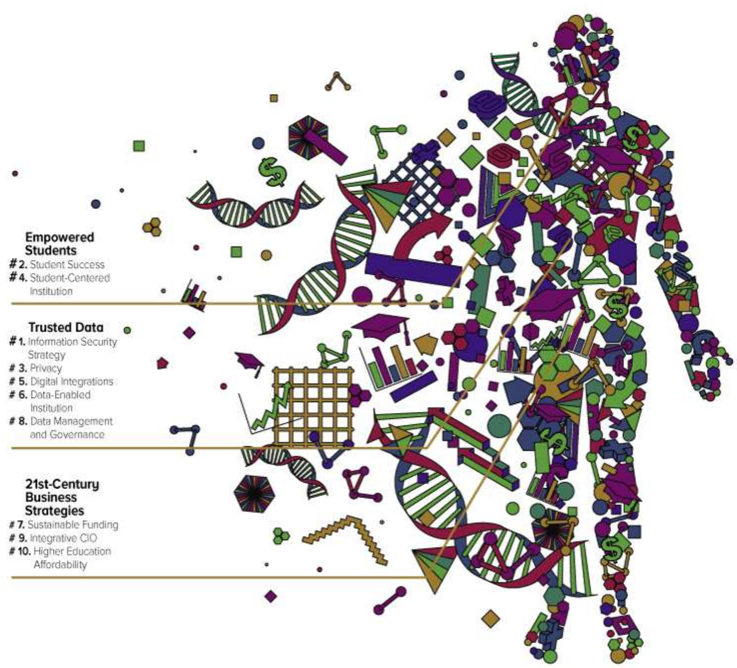
When I first arrived at Northwest Missouri State University, I was inundated with questions from staff concerned with data and privacy. There were several key members of the Northwest Data Team anxious with how areas within the university used data or shared data with third-party companies.

IT is not the sole gatekeeper of data and how it is used. It takes a team of individuals who meet, share ideas and develop a set of guiding principles which are approved by leadership. I realized we needed a group that could be counted upon to weigh in on decisions and provide transparency and consistency to each request and review of processes.

I organized a team of ten individuals who represented key areas of the university including Finance, Human Resources, Student Wellness, Institutional Research, Financial Aid, the Registrar and more. I emphasized working through test scenarios to help formulate a system to review and recommend actions on behalf of the university. IT will always be a key player, but needs to rely on input from a broader group and obtain the school's leadership to support the authority of the group. My relationships with other key stakeholders was essential in this effort.

Privacy: Fastest rising IT issue

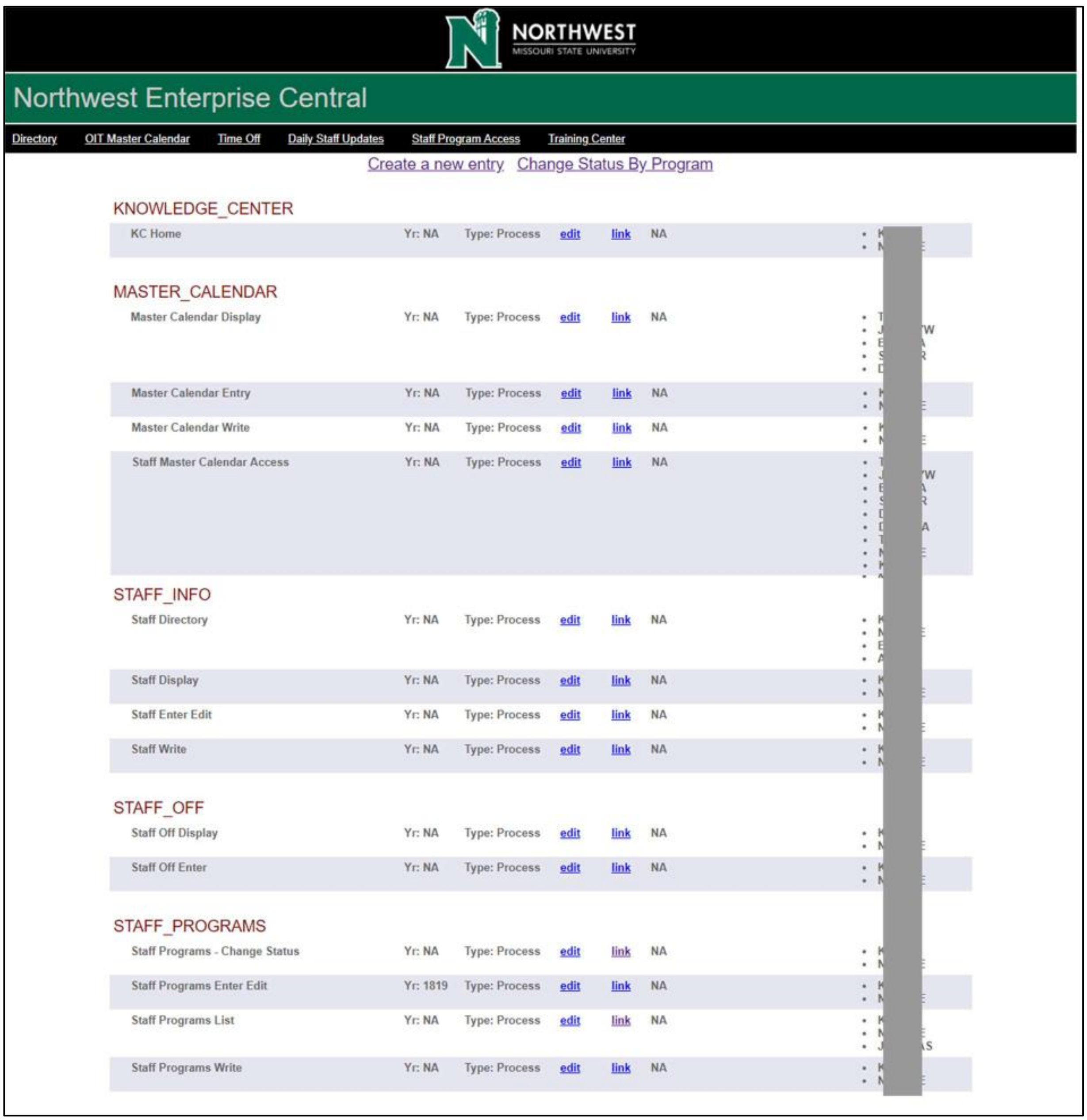
In 2019 Privacy debuted at #3 on Educause's top 10 list of IT issues and moved to number two in 2020. Privacy is separated out from IT Security which has earned the number one spot since 2016. Privacy is kind of like customer service, some people get it and others just don't. Because of that, it is important to have a detailed privacy policy, but also educate users and most importantly leadership to the fact that these policies will be fluid as appropriate responses to this issue are changing quickly.



Identity and Access Management

Know Who has Access to What

I have designed workflows to track user requests and approvals both at Kent State and Northwest Missouri State. My goal is to have a universal request workflow for all types of access with various administrators across campus connected and educated on an IAM policy. I would also like to see an audit system that validates these disparate systems each semester.

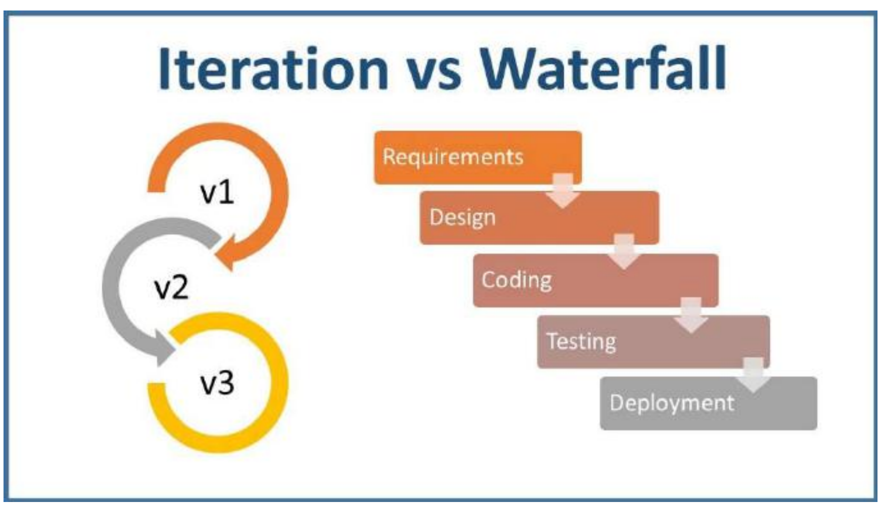


Project Management:

Due to the fact that project management is involved in almost everything a leader is associated with, this section is more of a pointer to the rest of my portfolio.

Sometimes project management involves the standard practices of checking the boxes and communicating changes, I believe it is also essential to build relationships to help business units improve their processes utilizing technology and create that ultimate business/IT partnership.

Providing tools for stakeholders to share information and ideas is key. Accurate, timely information is necessary to provide consistency across all teams. Relying on paper handouts or shared drives for policy and procedures is ineffective. I have used both custom and third-party tools to cultivate online collaboration.



Iteration is Agile

The iterative approach requires more engagement, which needs to be conveyed to leaders, but the cumulative effect is a driving force toward Digital Transformation.

Collaboration:

- SharePoint
- Videoconference Meetings
- Business Process Reengineering
- Data Team Tools/Master Calendar

Providing tools for team members to share information and ideas is essential. Accurate, timely information is necessary to provide consistency across any team. Relying on paper handouts or shared drives for policy and procedures is ineffective.

I have used both custom and consumer tools to develop collaboration online.

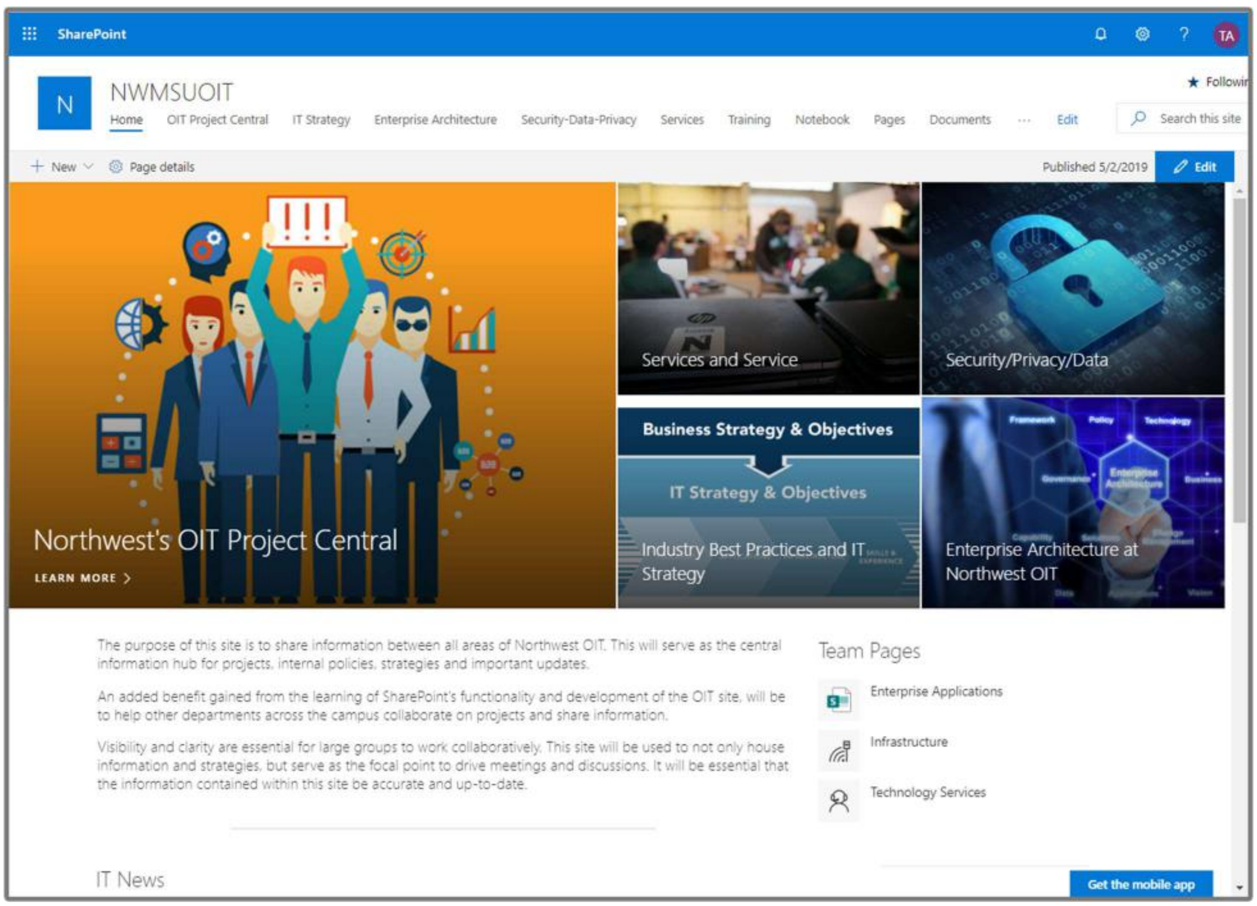
Also see the Jenzabar ERP Implementation section for more examples of effective collaboration techniques.

SharePoint

Creating the Initial Framework

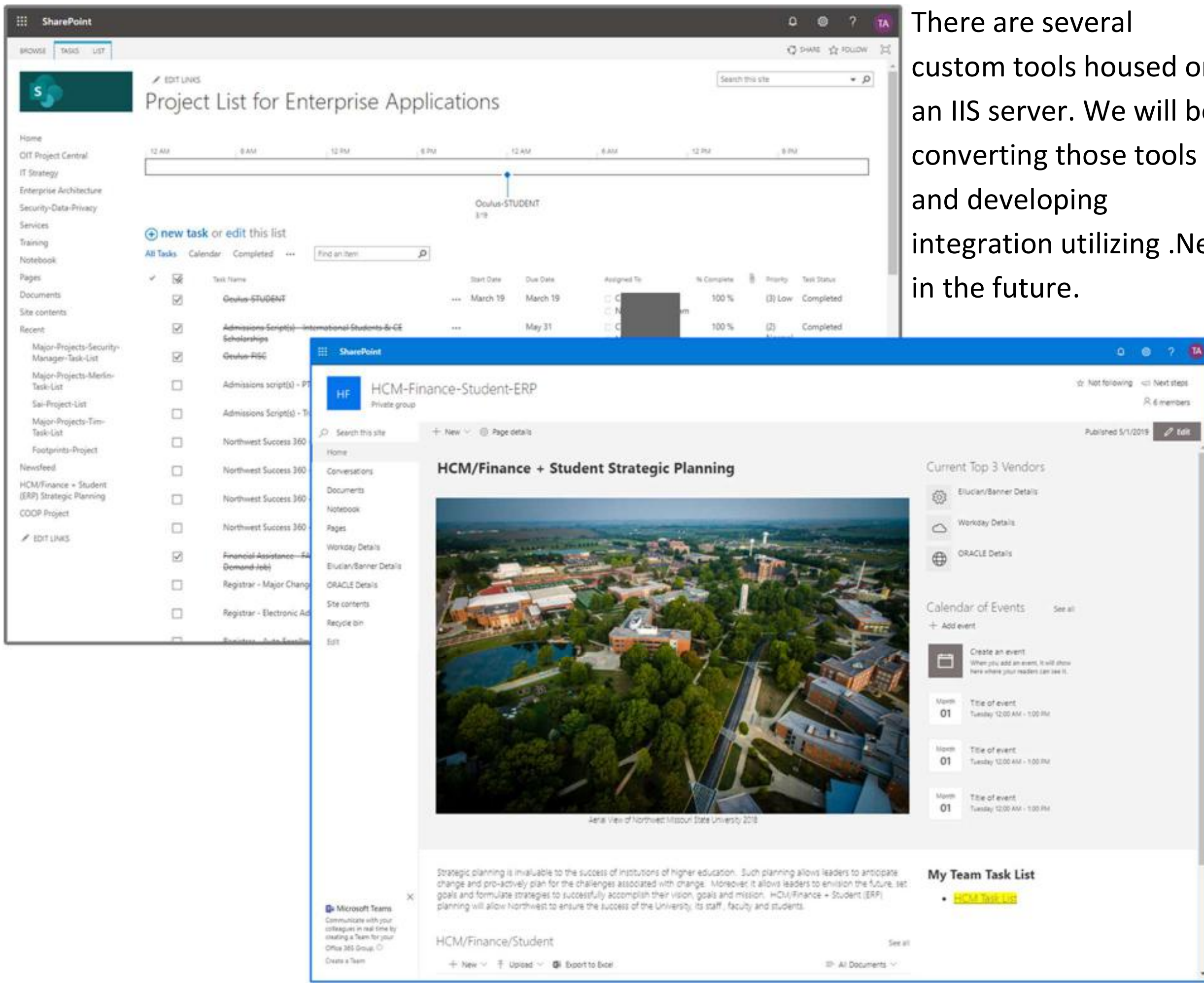
When I arrived at Northwest Missouri State University, I quickly realized there were very few collaboration tools in place. Some in leadership were using SmartSheet, but it didn't go any further than communication on projects. Any organization needs a central location to share documents, updates, projects, etc.

Phase one of the project was to layout the basic OIT Web site look which was pretty easy. From there the team was instructed on how to upload content to the site and fill out our main categories.



Project Management

Phase two of the SharePoint project was to bring IT project management into the OIT SharePoint site. Integration with MS Project is simple and is a great way to centralize projects. Not all IT project management tools are housed within the SharePoint site.



There are several custom tools housed on an IIS server. We will be converting those tools and developing integration utilizing .Net in the future.

Group Sites

Phase three of the SharePoint project involved the creation of group sites to enable collaboration on projects such as discovery on potential future ERP systems. Group sites promote large single-topic focus or collecting and sharing information for a single group.

From basic Web pages to full-integration

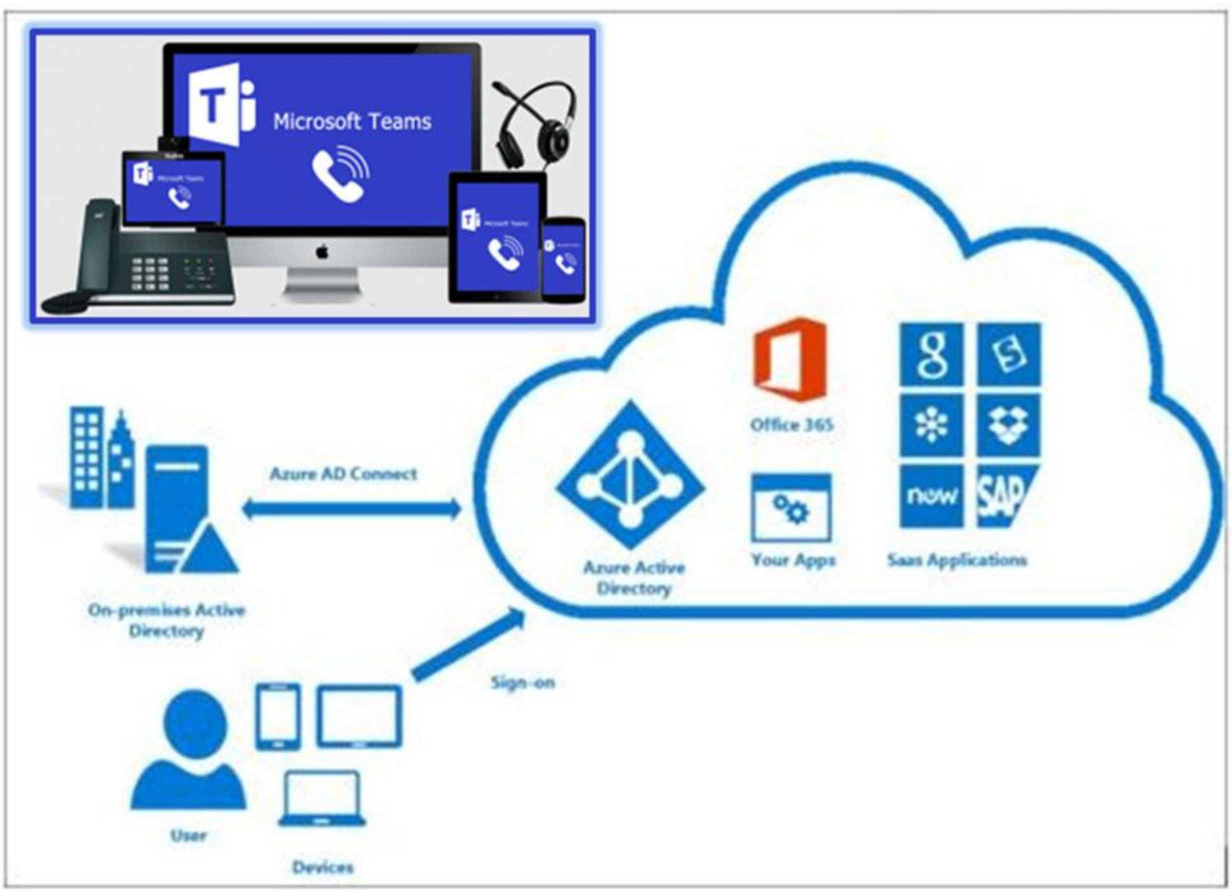
Phase four of the SharePoint project will introduce interactive programming and pulling data from various sources such as Banner to centrally display for user groups.

Videoconference Meetings

Connecting the 7-campus System

Well before streaming meetings was as easy as clicking on an email link, I was investing in configuring Windows Servers to bring together staff from 7 campuses at Kent State. Regional financial Aid staff previously felt disconnected with the exception of the few staff who were from campuses close enough to drive. Regional campus staff were very appreciative the main campus was making an effort to include them.

With Covid-19 actually being credited with forcing organizations to move to digital communications, the masses are now aware of the efficiencies available to them. Video is just one element to remote collaboration. Using video within an overall collaboration is key to connecting all the dots.

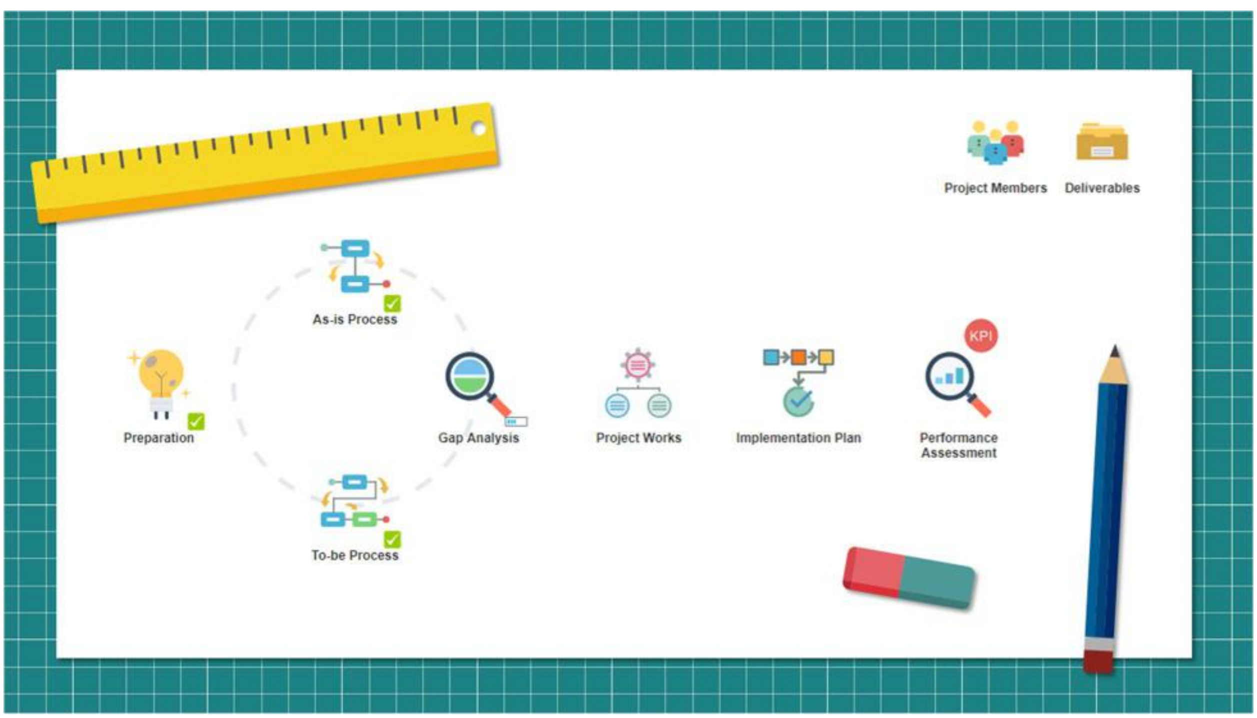


Business Process Reengineering:

- Collecting BPR Ideas
- Implementing BPR Ideas

At the heart of any IT improvement strategy is an approach that reviews the entire work process prior to automating it.

Converting a bad manual or paper process to a bad automated process misses an opportunity to create maximum efficiency.



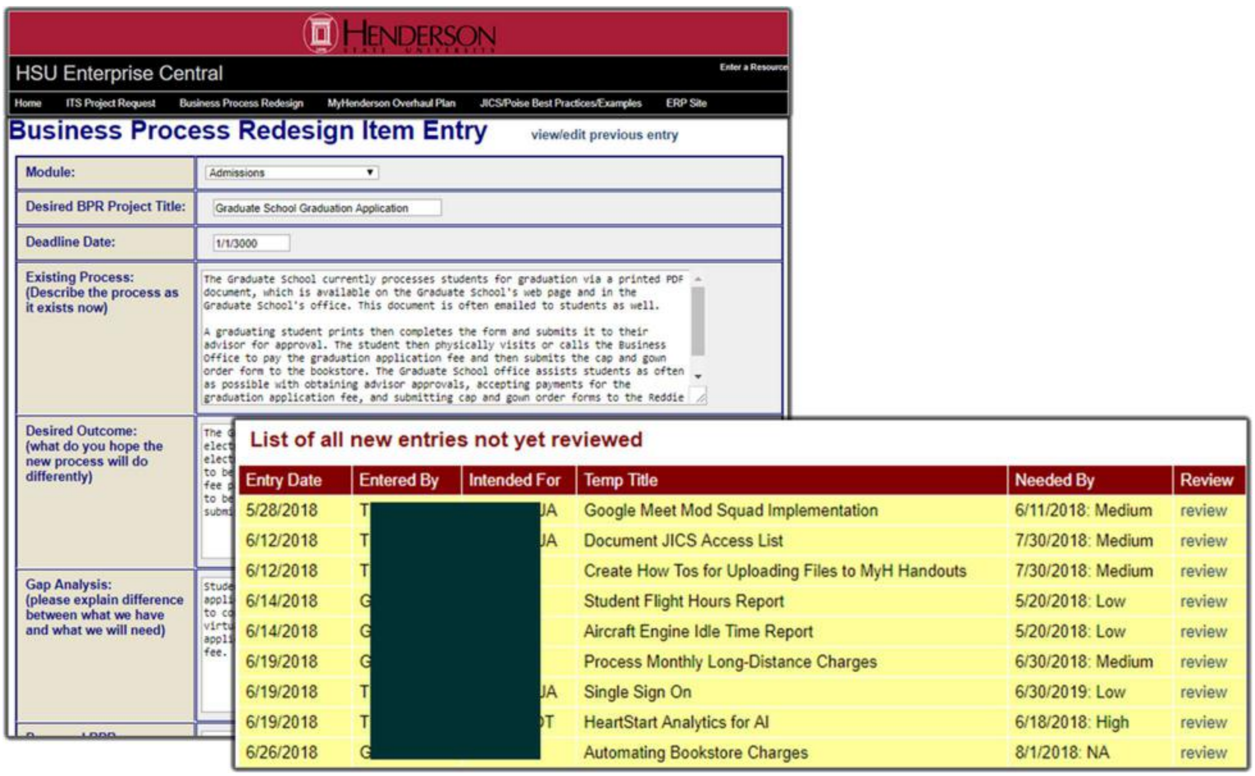
Collecting BPR Ideas

Working with Staff to Start the Process

I met regularly with HSU staff and faculty representatives to map out current processes and point out areas where increases in customer satisfaction or work efficiencies could have been made. I encouraged idea generation by showing examples of other successful projects and even had a section on the HSU ITS intranet site devoted to model projects and best practices.

Many staff, having performed the same task for years, were unable to realize for themselves areas where processes could be improved. Any process involving a piece of paper, a PDF or data entry is a good candidate for discussing enhancements.

Staff entered BPR items in the HSU ITS intranet site noting their current process (if any), the desired outcome and what the gap (gap analysis) was between the two.



Implementing BPR Ideas

Converting Ideas to Active Projects

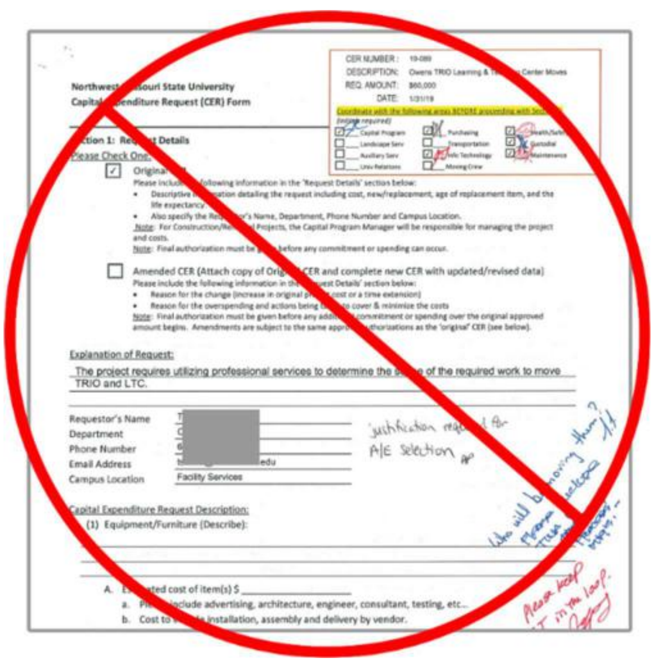
Throughout the HSU ERP project implementation process, implementation team members were charged with reviewing current business practices prior to moving to a new system.

Many previous custom applications in the old ERP system needed a new plan moving forward in the new ERP if Jenazabar's baseline product would not accommodate the needs. The implementation team met regularly to discuss the merits of BPR submissions and items were prioritized on the merits of "bang for the buck", work hours saved, student convenience and the ability to replicate for other projects.

BRP project status was tracked and team members, stakeholders and project owners were informed at each stage through completion.

Northwest's Adoption

I decided to bring NextGen's Dynamic Forms to Northwest because of it's ease of use. That is an important element to BPR for two reasons. The first is that non-coders can easily produce workflows allowing lower-skilled staff to generate positive results. The next reason is that working mockups can be generated quickly to help engage business process owners and encourages them to make incremental changes to improve business processes. That is huge.



CER NUMBER: 19-089
DESCRIPTION: Owens TRIO Learning & ... Center Moves
REQ. AMOUNT: $60,000
DATE: 1/31/19

Northwest ... ouri State University
Capital ... enditure Request (CER) Form

...tion 1: Req... Details
Please Check One:

- [x] Origina...
  Please includ... following information in the 'Request Details' section below:
  - Descriptive ... ation detailing the request including cost, new/replacement, age of replacement item, and the life expectancy
  - Also specify the Re...'s Name, Department, Phone Number and Campus Location.

  Note: For Construction/Re... Projects, the Capital Program Manager will be responsible for managing the project and costs.
  Note: Final authorization must be ... before any commitment or spending can occur.
- [ ] Amended CER (Attach copy of Orig... CER and complete new CER with updated/revised data)
  Please include the following information in th... uest Details' section below:
  - Reason for the change (increase in original p... cost or a time extension)
  - Reason for the overspending and actions being ... to cover & minimize the costs

  Note: Final authorization must be given before any addi... commitment or spending over the original approved amount begins. Amendments are subject to the same appr... thorizations as the 'original' CER (see below).

Explanation of Request:
The project requires utilizing professional services to determine the ... e of the required work to move TRIO and LTC.

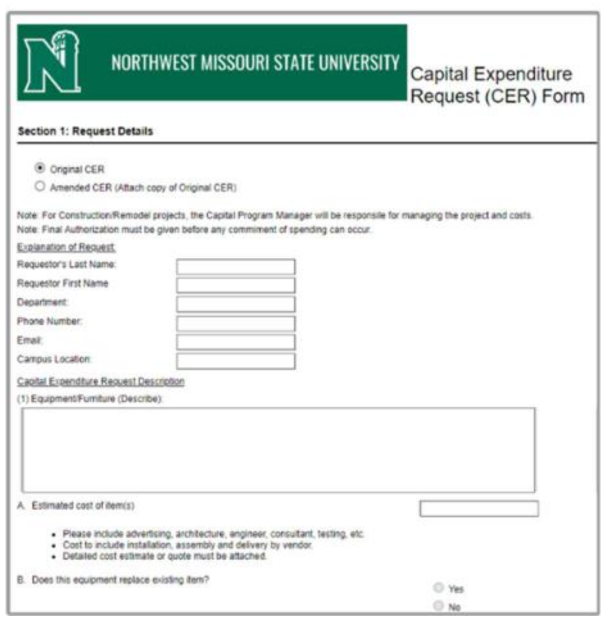
Requestor's Name [redacted]
Department
Phone Number
Email Address ...edu
Campus Location Facility Services

justification req... for A/E selection

Capital Expenditure Request Description:
(1) Equipment/Furniture (Describe):

A. E... ated cost of item(s) $
a. Pl... include advertising, architecture, engineer, consultant, testing, etc...
b. Cost to ... installation, assembly and delivery by vendor.

Please keep ... in the loop.



NORTHWEST MISSOURI STATE UNIVERSITY
Capital Expenditure Request (CER) Form

Section 1: Request Details

- Original CER
- Amended CER (Attach copy of Original CER)

Note: For Construction/Remodel projects, the Capital Program Manager will be responsile for managing the project and costs.
Note: Final Authorization must be given before any comminent of spending can occur.

Explanation of Request
Requestor's Last Name:
Requestor First Name
Department:
Phone Number:
Email:
Campus Location:

Capital Expenditure Request Description
(1) Equipment/Furniture (Describe):

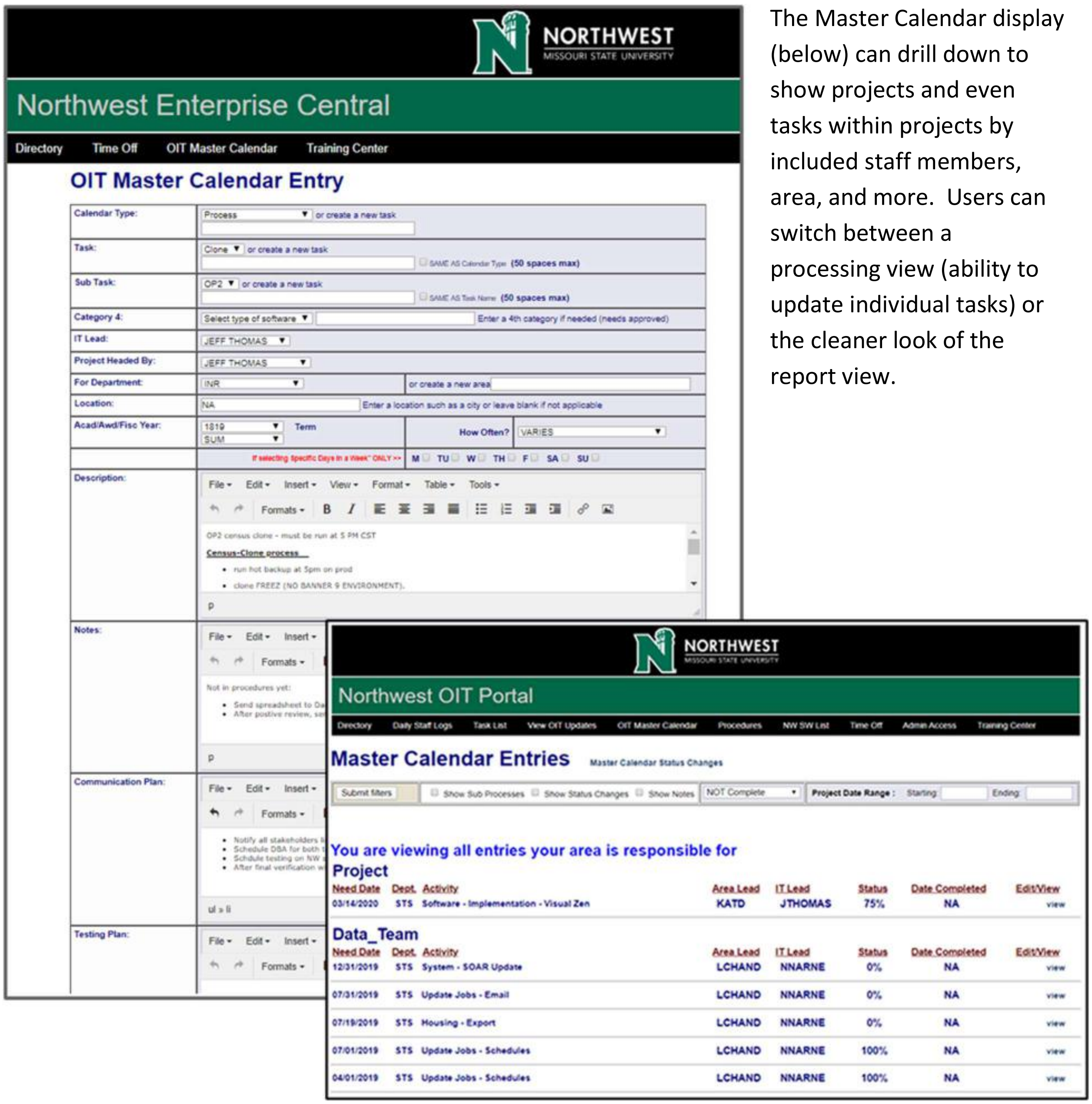
A. Estimated cost of item(s)

- Please include advertising, architecture, engineer, consultant, testing, etc.
- Cost to include installation, assembly and delivery by vendor.
- Detailed cost estimate or quote must be attached.

B. Does this equipment replace existing item?
Yes
No

Data Team Tools/Master Calendar

The Master Calendar shows a listing of all major Banner system jobs and processes, usually involving multiple staff on the same process. The Master Calendar allows up to 25 tasks to be tracked, each including staff members name, starting and ending dates and the progress of each task. Most importantly, the Master Calendar follows ITIL guidance to include a communication plan, testing plan and backout plan to ensure data integrity.



The Master Calendar display (below) can drill down to show projects and even tasks within projects by included staff members, area, and more. Users can switch between a processing view (ability to update individual tasks) or the cleaner look of the report view.

Web Portal Strategy:

- Jenzabar JICS (MyHenderson)
- Northwest's New Portal Plan

While much of the discussion with the ERP implementation project team centered around ERP data at the source, most users accessed ERP information through the JICS Web portal.

The ability to provide system data to users in an effective manner was key. The goal for MyHenderson was to be the interactive hub for workflow to students, faculty and staff.

At Northwest I inherited a portal out of maintenance and it was only being used as a document repository. My knowledge and experience with portals and customized content based on user type enabled me to address this issue and design a scalable, integrated portal strategy.

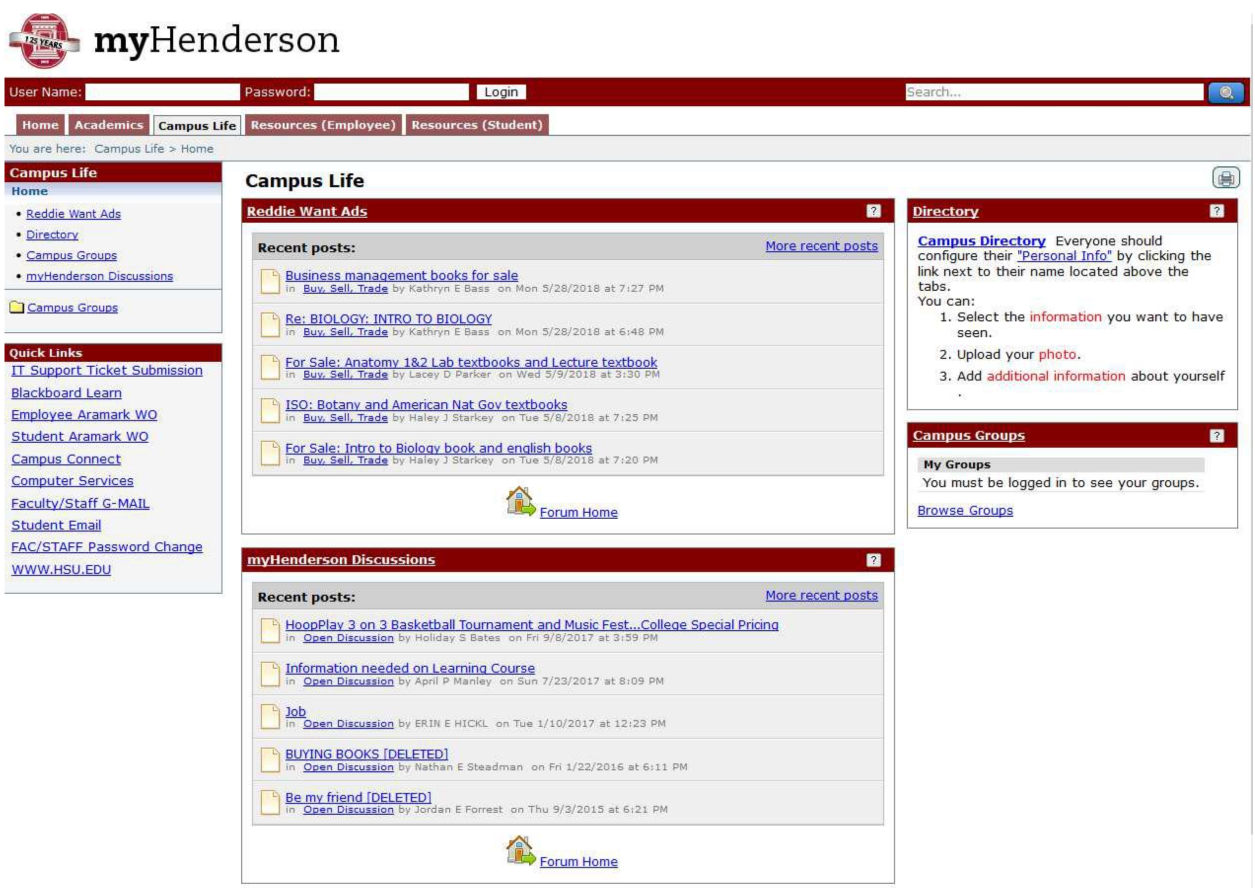
Jenazabar JICS (My Henderson)

The MyHenderson Upgrade

Updating and cleaning up HSU's JICS site was a priority prior to moving to Jenzabar EX. JICS is the portal for both the old PX system and the new EX ERP, so it was important to help prepare for the transition. HSU's MyHenderson was neglected for many years and was without an administrator.

The first step was to upgrade from an older version to the newest version HSU servers could accept. The next step was to install and configure two new Web and SQL servers and upgrade to Jenzabar's latest stable JICS version. This upgrade unlocked many new features including responsive design to maximize the smartphone and tablet experience.

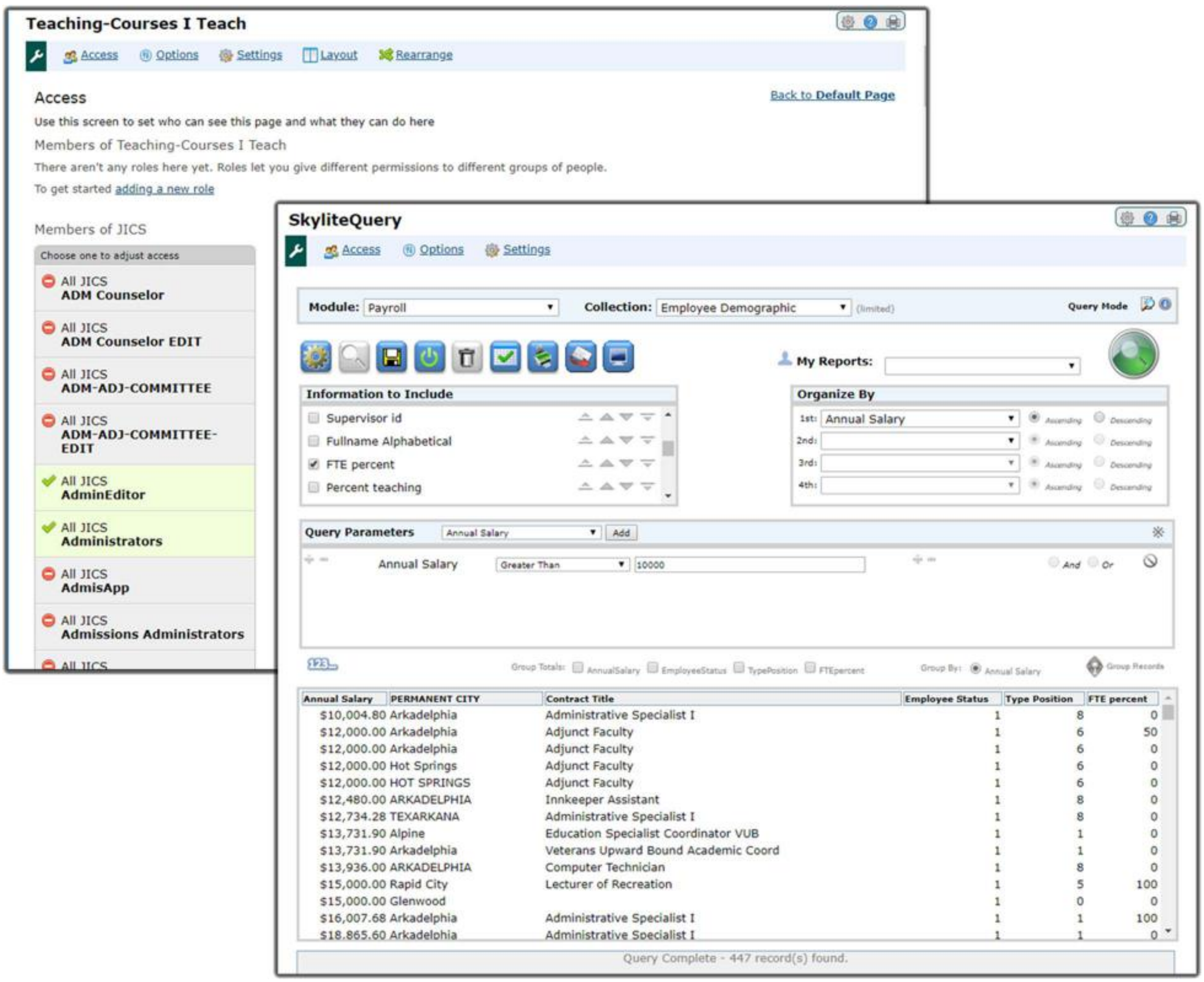
Another key to this project was to coordinate the many disparate groups across campus to identify content owners who were able to update information and make decisions on inclusion or deletion. Utilizing the HSU ERP Project Team, I was able to organize a subset of that team to review HSU JICS content and help re-organize the site much more logically.



JICS Administration

Another large component was to research and clean up user permissions. A methodical approach was necessary to ensure users only had access to areas they needed. For example, HSU HR did not have access to view search committee documents, but individual committee members did. The goal was to reduce the number of groups with access, simplify the process through a workflow, document current access permissions and review JICS access with the project team.

Identifying responsible and accountable parties was the key ingredient to updating a process for future access approvals.



JICS/PX Integration

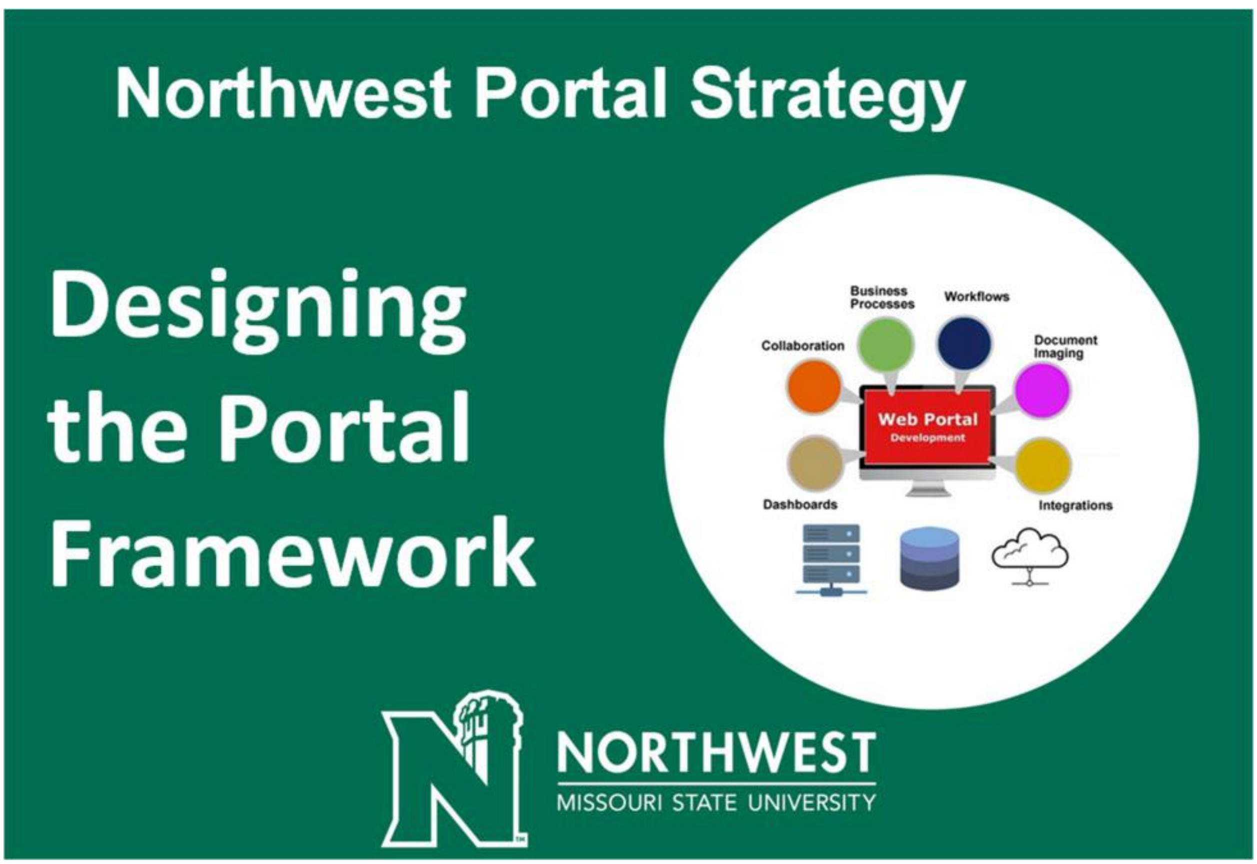
Displaying general, static information was the primary role of the hsu.edu public Web site. A Web portal's main function is to use interactive programs to display focused, dynamic content for students, faculty and staff and help them access, process and/or manipulate data.

The MyHenderson JICS site had some key functionality, but creating additional online programs would provide necessary convenience to students. Workflows were planned to help reduce workloads on staff and faculty as well as increase accuracy.

Automated scholarship searches for returning students, the elimination of PDF documents, reducing the need to move documents from person to person around the campus are just a few examples of the business process reengineering efforts that were underway at Henderson State University when I left.

Northwest's New Portal Plan

I mentioned the new Northwest portal plan in the Enterprise Architecture section of this portfolio. I created a presentation for leadership to emphasize the importance of understanding how an organization's portal is an essential building block in an overall strategic plan. The Web portal, when designed correctly, brings in many elements of Digital Transformation and creates an overall framework of technologies that need to be synchronized into one efficient system.



Jenzabar ERP Implementation:

- Meetings and Trainings
- ERP Implementation Collaboration

Nothing else creates anxiety in an organization quite like and ERP implementation. Most staff have either gone through a grueling stretch, transitioning from one system to another, or at least have heard the horror stories from those that have. I have found much of the tension is due to a fear of the unknown.

As with most of my other projects, I like to make all aspects visible to stakeholders and clearly identify goals and stages. This includes not only the overall status, but the status of each segment or smaller sub-projects.

I was brought to Henderson State University to be the project manager for the Jenzabar EX implementation and lead the implementation project team. The scope of that project changed about a third or the way through the project and we ended up implementing the Financial Aid module due to financial issues at the university.

Meetings and Trainings

Weekly Team Meetings

Each week I held ERP Implementation team meetings to provide helpful information and promote collaboration. Weekly discussions included:

- Project updates
- Discussions on cross-functional or global issues
- Introduction of new team tasks
- Information on upcoming project schedule items or trainings

Individual Module Meetings

In addition to weekly project team meetings, I also held meetings with individual module members or module teams involved in cross-functional projects. Keeping the project on schedule was paramount. I had to ensure every module had the ability to complete their tasks to keep the overall project on schedule.

I would regularly coordinate the scheduling of Web Ex sessions with Jenzabar for product or feature demos or to provide additional clarification on previous trainings.

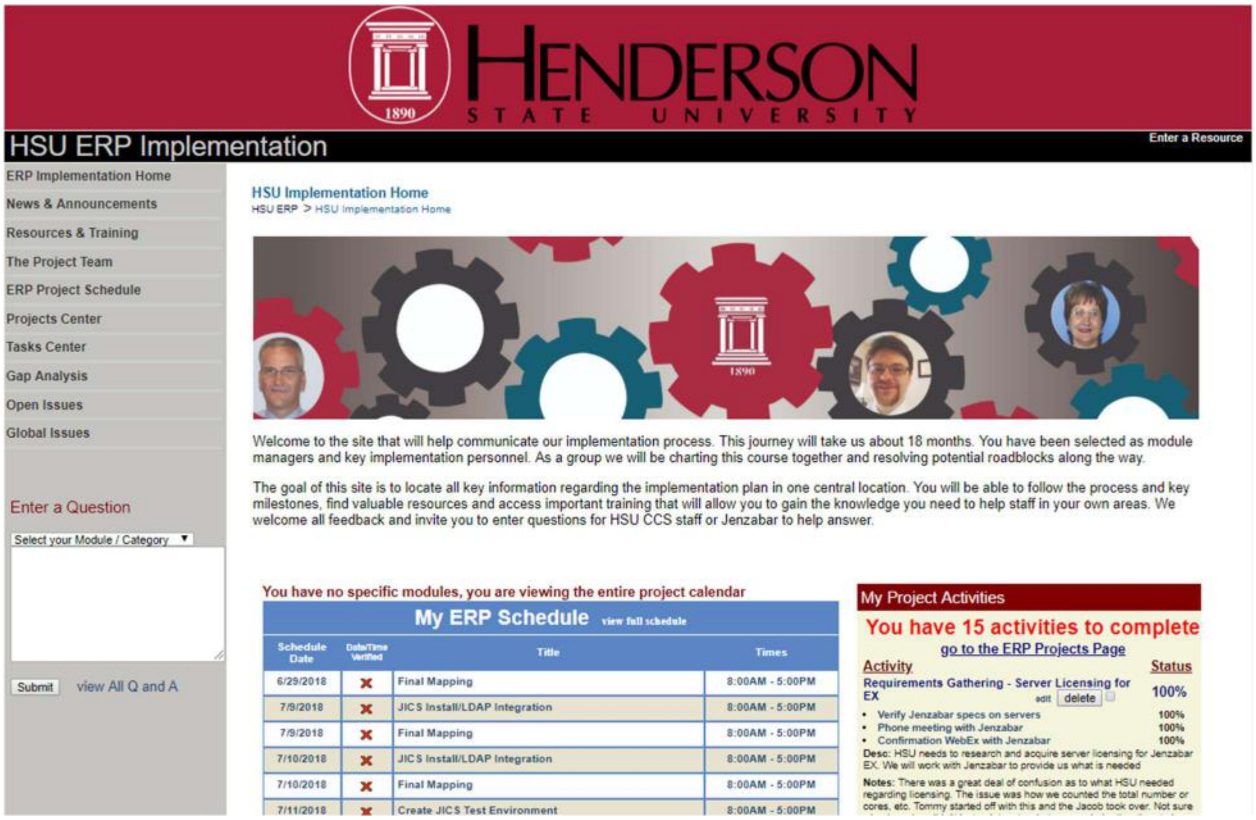
Jennzabar Trainings

Coordinating information and trainings with Jenzabar project team members was a big part of the project manager position. My entire focus was on the needs of HSU project team members. It was important to properly prepare module managers and other team members for every Jenzabar campus training visit, data-mapping discussion or Web Ex session.

ERP Implementation Collaboration

This ERP implementation collaboration Web site was designed for the HSU ERP implementation project team and should illustrate my ability to research and anticipate user needs for a long and complex project. Each of the module managers and other project team staff had access to the ERP implementation site. The home page showed an updated, database-driven project schedule and an interactive action items section based on specific user login info.

Module managers (AKA the Mod Squad) were able to keep track of tasks that were assigned to them. Module managers updated the status of their tasks so I could monitor the progress and assess the overall health of each stage of the implementation.



ERP Implementation Resources

ERP resources were made available to the project team as they moved through the process. Jenzabar provided many videos and some testing, but HSU created a simple learning center using Google Classroom to provide custom assessments and track an individual's progress.

ERP Implementation Administrator Site

As the Implementation Project Manager, I was able to make sure each module manager was completing their tasks on time or if extra attention should be paid. Online tracking of tasks through the Implementation Web site was available for all team members and their leadership as well as a section for Open Issues, Gap Analysis and Global Issues.

- Open Issues – known issues that had not yet been resolved between Jenzabar and HSU
- Gap Analysis – Issues identified by business areas and illustrated a targeted need between what the new system offered and what was needed for HSU's business processes
- Global Issues – issues that needed discussed on a university-wide scale that no one department could make a decision on

Banner ERP Migration to the Oracle Cloud:

- To Move or not to Move
- Selecting an Implementation Partner

The decision to move to the cloud might seem like the obvious choice. However, in higher education there just aren't that many options available or resources to help get you there.

While at Northwest I led a research team examining our longer-term goals for a higher education cloud-based ERP. Workday, Oracle and Ellucian's managed cloud solution were options.

Northwest was also at a crossroads with the Oracle licensing and had to make a mid-term strategic decision for the next several years.

Due to the licensing issue, Northwest needed to decide to move to Ellucian's Cloud, stay on-premise, or migrate our current on-premise Banner ERP to the Oracle Cloud.

To move or not to move:

Move to Ellucian's Cloud

Northwest was losing a long-time DBA and developer to retirement and at first glance the Ellucian option seemed interesting. Their cost coupled the hosting with DBA services. However, Northwest had many Banner customizations and the DBA services provided would be quite basic. Also, based on our limited experience with Ellucian Professional Services we were not thrilled at giving over control, but still not be provided the resources we needed.

Stay On-premise

The popular default option. Staying on-site would force Northwest to pay back support and maintenance based on a licensing mistake that was made between employees no longer at the University or Oracle. Northwest would not obtain the needed disaster recovery or data redundancy the cloud options offered.

Move the Banner ERP to the Oracle Cloud

Although cloud hosting was cheaper through Oracle than Ellucian it was still going to be costly. However, with back support and maintenance the financial trade-off between the up-front licensing restitution and higher cost for cloud hosting was about 5 years. Oracle lags behind some of the cloud technology features of AWS and Azure, but they are maturing rapidly.

The Decision

Based on our research I pushed for the move to the Oracle Cloud based on the longer-term objectives of data redundancy and disaster recovery and the relative cost savings vs. other cloud options.

With the up-front restitution cost for our Oracle licensing, it would not make sense to forgo those savings then move to the cloud in the next several years. There would be no need to pay back support and maintenance if Northwest moved to the Oracle Cloud and I knew we would want to be on the cloud within 5 years, so for me it was an easy decision to promote.

I presented IT's research and recommendation to Northwest's leadership following the standard Decision Brief format. That recommendation was approved along with the budget.

Selecting an Implementation Partner:

Research and Feedback

Northwest IT had previously interviewed three of the four potential implementation partners several months prior to discovering the licensing situation, so we knew most of the potential partners to some extent. Northwest had also interviewed other universities that had previously gone to the cloud with a partner and some that migrated on their own. It was definitely difficult getting a large number of inputs based on the fact not many schools have gone to the cloud with their Banner ERP and much fewer have made the move to the Oracle Cloud.

The RFP Process

The selection committee included key non-technology members and that was important for buy-in. This RFP process was much more detailed than most. We wanted to give potential partners the flexibility to sell us on what they brought to the table, but still fit that within the specified requirements. We knew cost would be important, but competency and skills would be paramount.

The Selection

Outside of cost, the selection wasn't a difficult one in this case. Only one company provided serious Banner skills as well as Oracle migration experience. Northwest was very confident that the selection would provide both speed and precision. Before the winning proposal could be awarded Northwest and the leading candidate needed to iron out some NDA language. There was quite the back and forth because as the head of IT, I wanted to be sure Northwest wouldn't violate the terms of the NDA and inadvertently disclose proprietary information with other consultants who were or might be under contract in the future. After a short delay both sides were very pleased to make the selection official and start the implementation process.

The Migration

The migration process will take about six months in total. Northwest is happy with the vendor selection as what we learned from the interview and RFP process seemed to be indicative of the project management competency that would surely be needed.

Banner ERP:

- Extracting Data
- Supervisor Role

Ellucian Banner is Northwest Missouri State University and Kent State University's Student Information System.

I have experience supervising enterprise staff who administer Banner and coordinating Banner data with data collected from the other sources to provide efficient workflows.

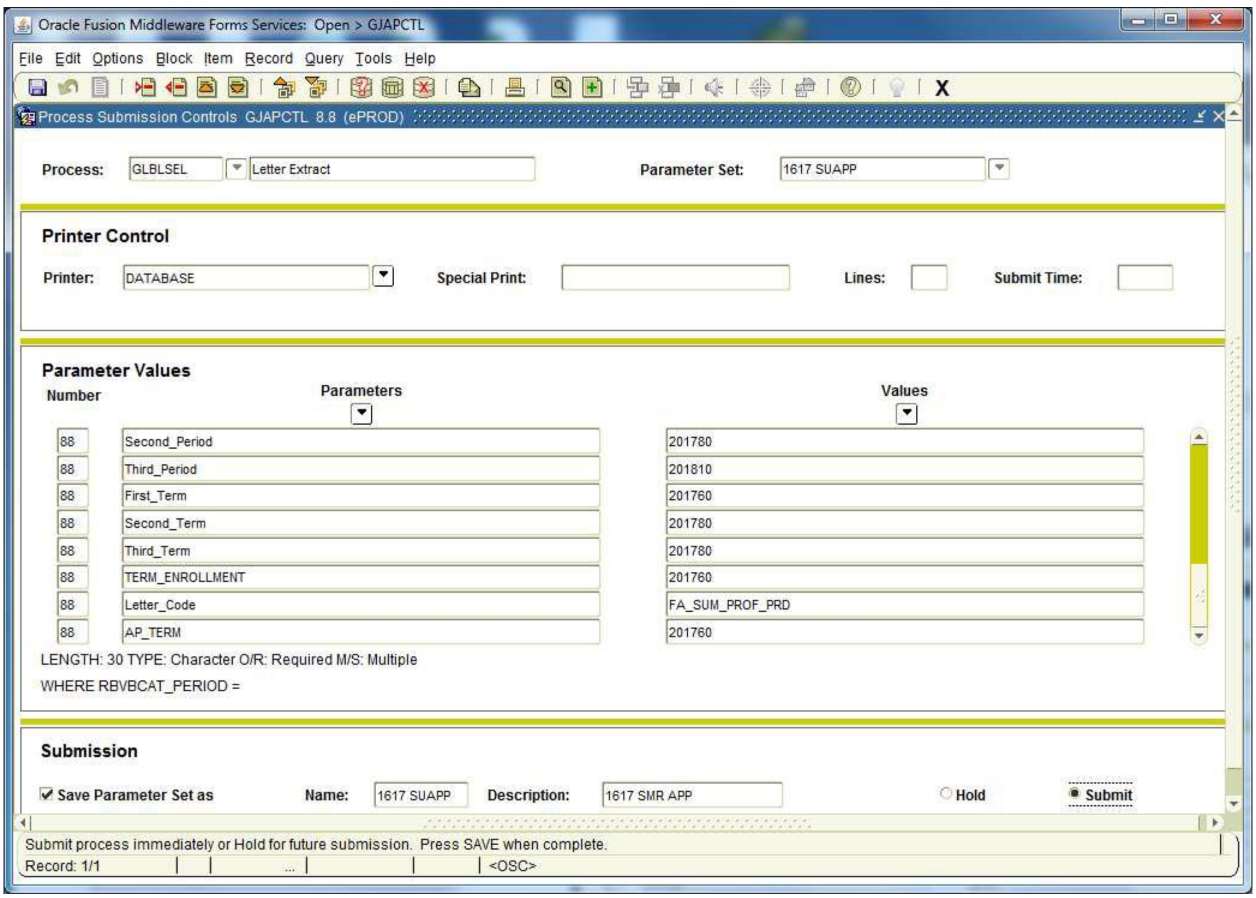
Future goals at Northwest will center around simplifying the current system by reviewing modifications and returning to baseline Banner where possible for better system stability.

Extracting Data

Summer Financial Aid Awarding (merging Banner data with data on student's summer financial aid application)

The Summer financial aid process required a large amount of financial aid and student data extracted from Banner. I created the delivery system for our office to streamline the awarding of Summer financial aid and I coordinated with the systems area staff and the training staff to ensure the correct data was extracted.

I worked with the systems staff who ran financial aid processes just prior to running the extraction. I also designed a processing solution for staff to work with Banner data to more efficiently process error reports.



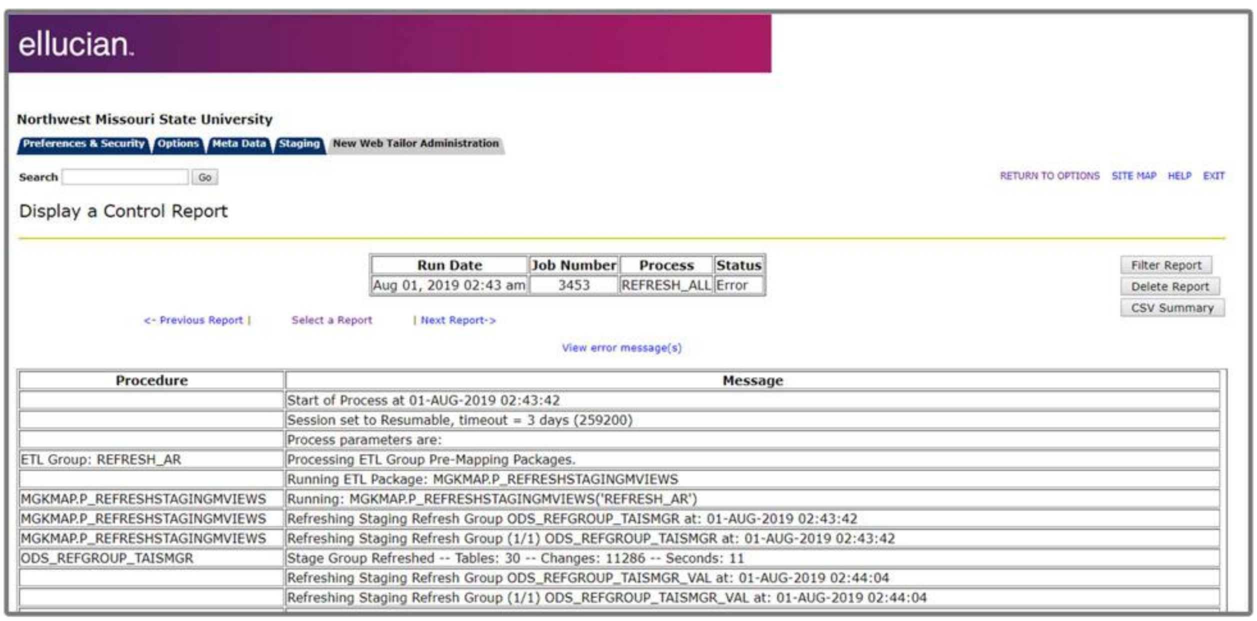
Supervisor Role

Enterprise Applications at Northwest Missouri State

As Assistant Vice President of Information Technology I supervised the Enterprise Applications manager and DBA for the Office of Information Technology. I also oversaw the Northwest Data Team comprised of data stewards from across the campus and our Kansas City branch.

I inherited a situation where the 15-year Data Base Administrator/developer (and everything else) was retiring in four months and there was little to no documentation or any other resources other than a very large amount of customized code with some comments.

One initial strategic objective of mine was to promote collaboration between IT and the Northwest Data Team where there were previously limited interactions. I implemented a Northwest Data Team portal to communicate information, gather and post documentation, provide updates for the team and a Master Calendar illustrating jobs and scheduled processes with Enterprise Applications.

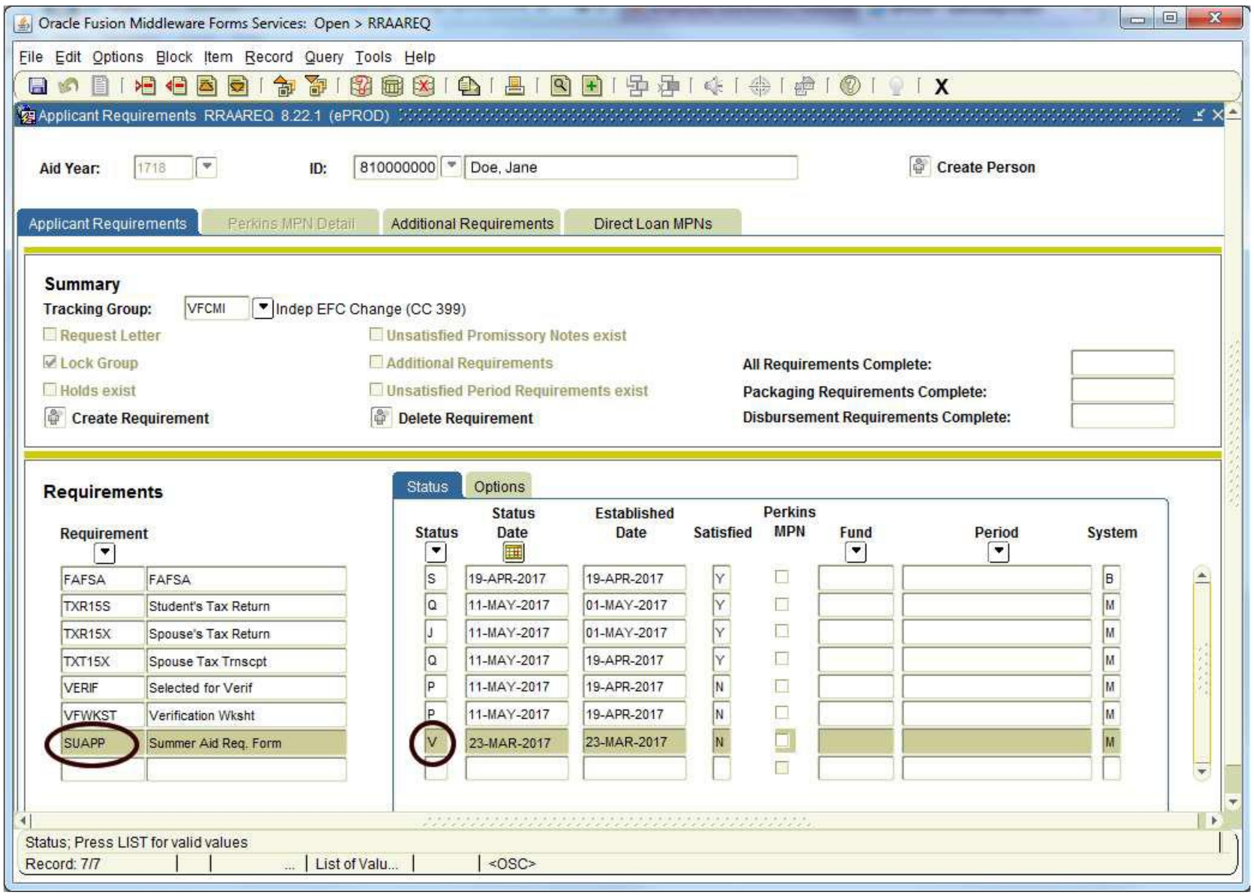


Run Date	Job Number	Process	Status
Aug 01, 2019 02:43 am	3453	REFRESH_ALL	Error

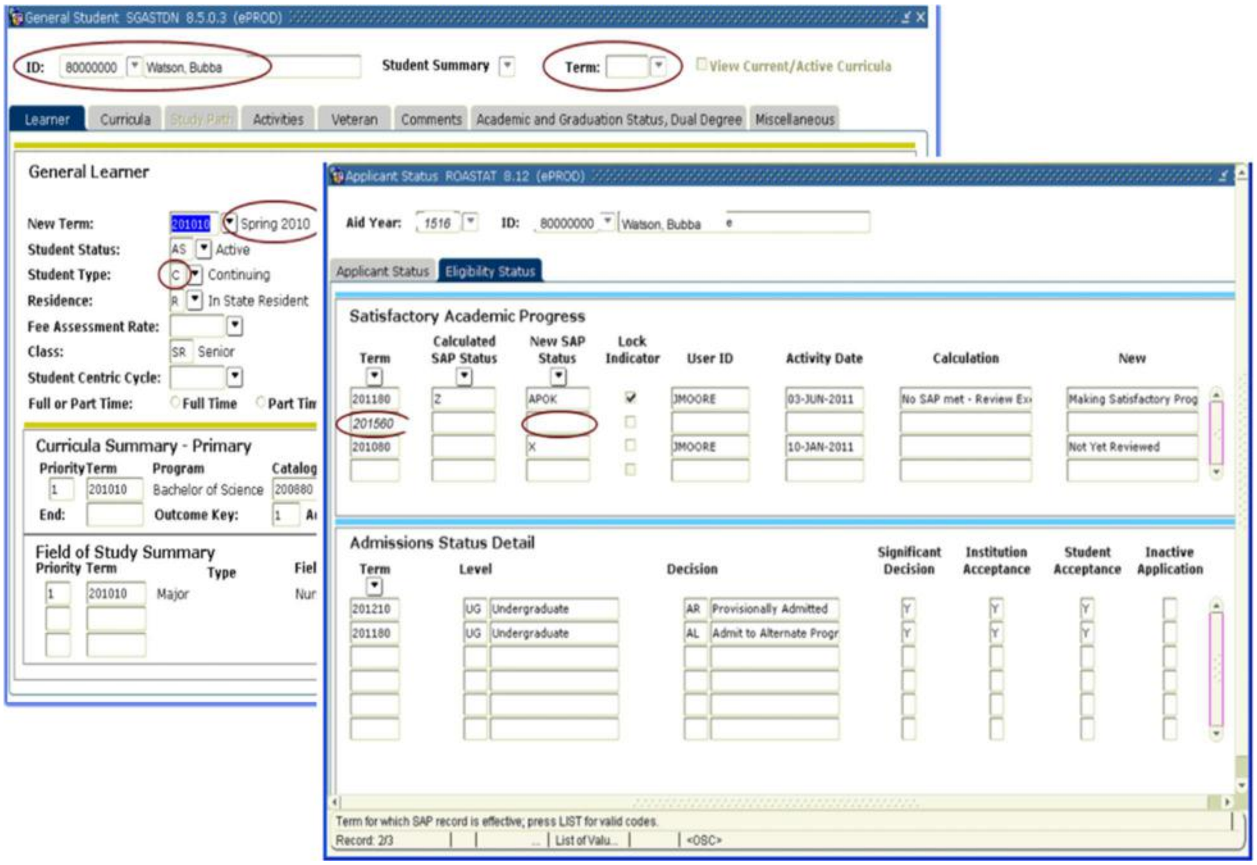
Procedure	Message
	Start of Process at 01-AUG-2019 02:43:42
	Session set to Resumable, timeout = 3 days (259200)
	Process parameters are:
ETL Group: REFRESH_AR	Processing ETL Group Pre-Mapping Packages.
	Running ETL Package: MGKMAP.P_REFRESHSTAGINGMVIEWS
MGKMAP.P_REFRESHSTAGINGMVIEWS	Running: MGKMAP.P_REFRESHSTAGINGMVIEWS('REFRESH_AR')
MGKMAP.P_REFRESHSTAGINGMVIEWS	Refreshing Staging Refresh Group ODS_REFGROUP_TAISMGR at: 01-AUG-2019 02:43:42
MGKMAP.P_REFRESHSTAGINGMVIEWS	Refreshing Staging Refresh Group (1/1) ODS_REFGROUP_TAISMGR at: 01-AUG-2019 02:43:42
ODS_REFGROUP_TAISMGR	Stage Group Refreshed -- Tables: 30 -- Changes: 11286 -- Seconds: 11
	Refreshing Staging Refresh Group ODS_REFGROUP_TAISMGR_VAL at: 01-AUG-2019 02:44:04
	Refreshing Staging Refresh Group (1/1) ODS_REFGROUP_TAISMGR_VAL at: 01-AUG-2019 02:44:04

Summer Financial Aid Awarding (pre-screening)
RRAAREQ, SGASTDN and ROASTAT

The Summer Financial Aid Awarding process contained at least three stages for every student application, but there was up to an additional five stages possible. I managed two of the three required stages utilizing RRAAREQ to set the document tracker and SGASTDN and ROASTAT for pre-screening applications prior to staff awarding financial aid.



The pre-screening process looked for certain data to determine if students are eligible, what the student's current major was or if they have an Academic Progress issue. Certain information couldn't be accurately extracted from Banner, so a physical check had to be performed.



Purging Documents (SHACRSE)

In addition to overseeing the document imaging area, I also supervised the security and retention of stored paper files within the office. There are certain regulations that had to be followed prior to removing and destroying paper documents. I have written office procedures regarding this process and Banner was used (SHACRSE form) to determine when a student last attended Kent State University.

Everyday Validation (SPAIDEN)

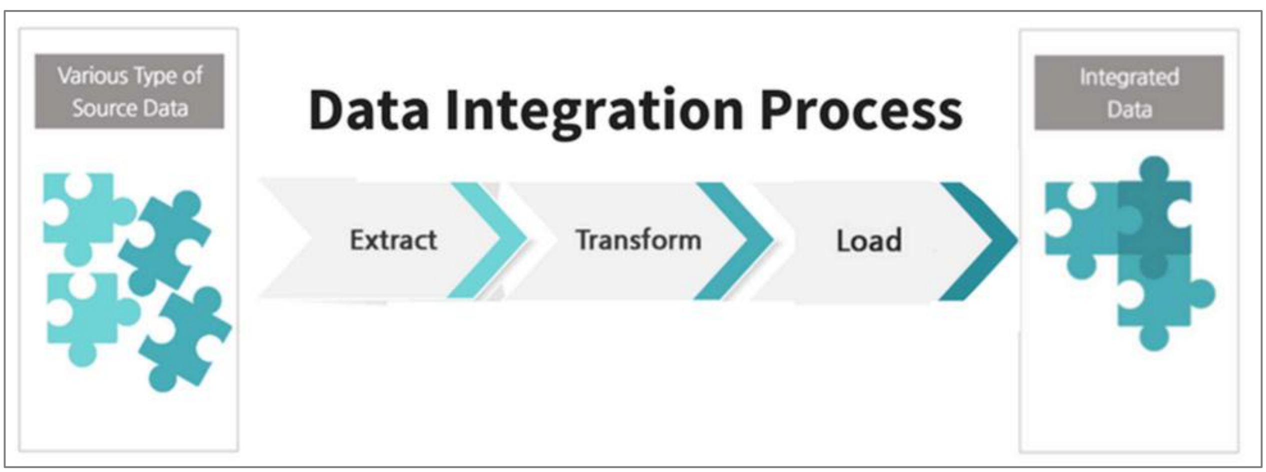
SPAIDEN was used to verify a student’s Banner ID, name, address, email and other key data when a document may not provide all the information necessary to identify the specific student.

Banner Integrations:

- Awarding Summer Financial Aid
- Disbursement Error Reporting
- AppXtender Document Imaging

Ellucian Banner is an extremely powerful system. However, there were times when the addition of customized Web-based programming helped supplement the overall user experience.

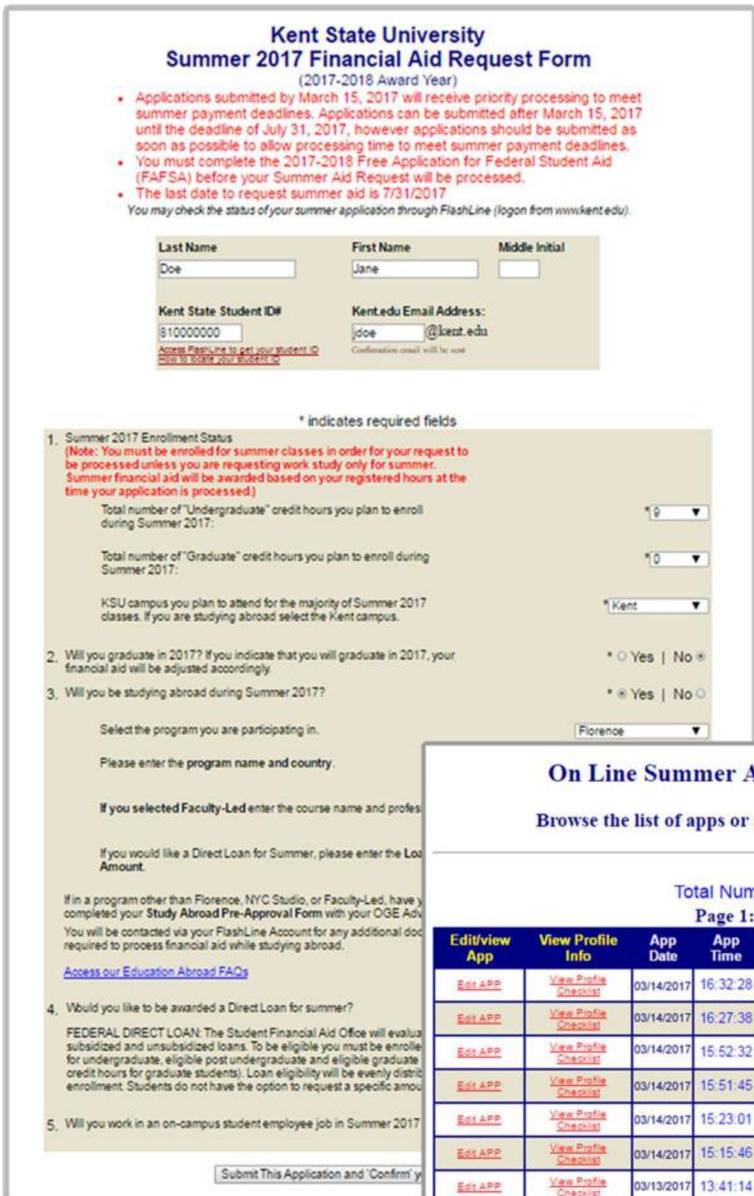
I created several workflows that combined the convenience of Web programming outside of the Banner system, but still utilizing Banner student data.



Awarding Summer Financial Aid

The Summer Financial Aid Request

Kent State students who wished to be awarded financial aid for the Summer semester were required to apply online on the Student Financial Aid Web site. The Student Financial Aid Office used that information to start the awarding process.


Kent State University
Summer 2017 Financial Aid Request Form
(2017-2018 Award Year)

- Applications submitted by March 15, 2017 will receive priority processing to meet summer payment deadlines. Applications can be submitted after March 15, 2017 until the deadline of July 31, 2017, however applications should be submitted as soon as possible to allow processing time to meet summer payment deadlines.
- You must complete the 2017-2018 Free Application for Federal Student Aid (FAFSA) before your Summer Aid Request will be processed.
- The last date to request summer aid is 7/31/2017

You may check the status of your summer application through FlashLine (logon from www.kent.edu).

Last Name Doe
First Name Jane
Middle Initial

Kent State Student ID# 810000000
Access FlashLine to get your student ID
How to locate your student ID

Kent.edu Email Address: jdoe @kent.edu

* indicates required fields

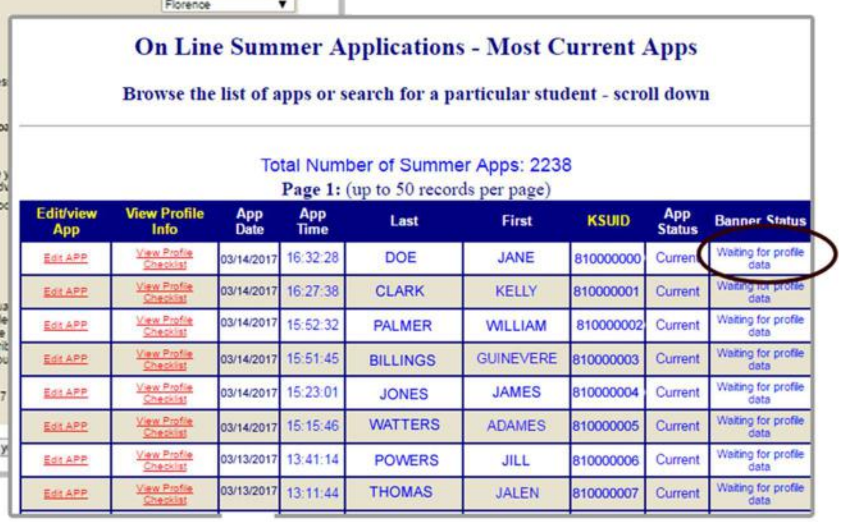
1. Summer 2017 Enrollment Status
(Note: You must be enrolled for summer classes in order for your request to be processed unless you are requesting work study only for summer. Summer financial aid will be awarded based on your registered hours at the time your application is processed.)
Total number of "Undergraduate" credit hours you plan to enroll during Summer 2017: * 9
Total number of "Graduate" credit hours you plan to enroll during Summer 2017: * 0
KSU campus you plan to attend for the majority of Summer 2017 classes. If you are studying abroad select the Kent campus. * Kent
2. Will you graduate in 2017? If you indicate that you will graduate in 2017, your financial aid will be adjusted accordingly. * Yes | No
3. Will you be studying abroad during Summer 2017? * Yes | No
Select the program you are participating in. Florence
Please enter the **program name and country**.
If you selected Faculty-Led enter the course name and profes
If you would like a Direct Loan for Summer, please enter the **Lo**
Amount.
If in a program other than Florence, NYC Studio, or Faculty-Led, have y
completed your **Study Abroad Pre-Approval Form** with your OGE Adv
You will be contacted via your FlashLine Account for any additional doc
required to process financial aid while studying abroad.
Access our Education Abroad FAQs
4. Would you like to be awarded a Direct Loan for summer?
FEDERAL DIRECT LOAN: The Student Financial Aid Office will evalua
subsidized and unsubsidized loans. To be eligible you must be enrolle
for undergraduate, eligible post undergraduate and eligible graduate
credit hours for graduate students). Loan eligibility will be evenly distrib
enrollment. Students do not have the option to request a specific amou
5. Will you work in an on-campus student employee job in Summer 2017

Submit This Application and 'Confirm' y

The Summer Financial Aid Request Internal Display

Financial Aid staff were able to view all applications and the status of the application.

From this display, staff would review and process various stages of the application.


On Line Summer Applications - Most Current Apps

Browse the list of apps or search for a particular student - scroll down

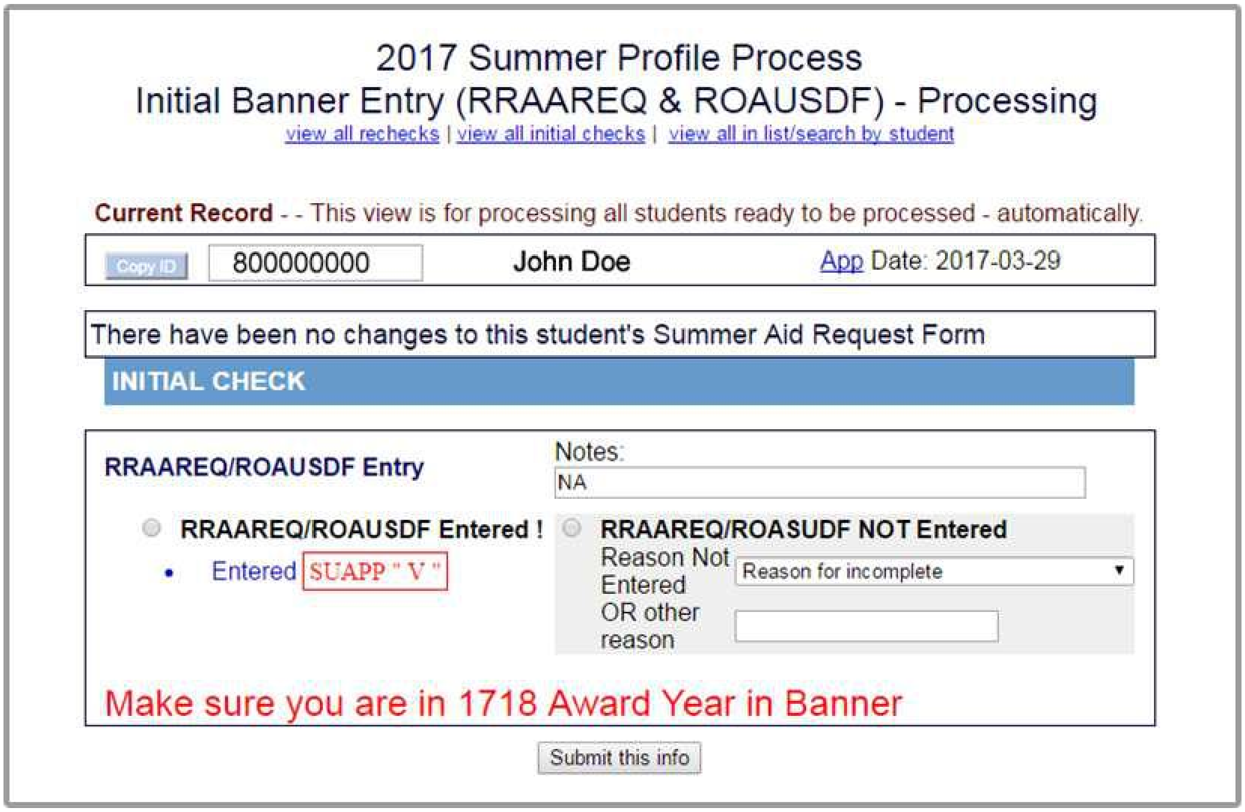
Total Number of Summer Apps: 2238
Page 1: (up to 50 records per page)

Edit/view App	View Profile Info	App Date	App Time	Last	First	KSUID	App Status	Banner Status
Edit APP	View Profile Checklist	03/14/2017	16:32:28	DOE	JANE	810000000	Current	Waiting for profile data
Edit APP	View Profile Checklist	03/14/2017	16:27:38	CLARK	KELLY	810000001	Current	Waiting for profile data
Edit APP	View Profile Checklist	03/14/2017	15:52:32	PALMER	WILLIAM	810000002	Current	Waiting for profile data
Edit APP	View Profile Checklist	03/14/2017	15:51:45	BILLINGS	GUINEVERE	810000003	Current	Waiting for profile data
Edit APP	View Profile Checklist	03/14/2017	15:23:01	JONES	JAMES	810000004	Current	Waiting for profile data
Edit APP	View Profile Checklist	03/14/2017	15:15:46	WATTERS	ADAMES	810000005	Current	Waiting for profile data
Edit APP	View Profile Checklist	03/13/2017	13:41:14	POWERS	JILL	810000006	Current	Waiting for profile data
Edit APP	View Profile Checklist	03/13/2017	13:11:44	THOMAS	JALEN	810000007	Current	Waiting for profile data

Financial Aid Staff Tracking Requirement to Identify Student

There were several steps that aid in the processing of financial aid for Summer. A student's application needed to pass through each stage utilizing the online Summer processing program. These stages were sequential with only pertinent information being displayed to help the user make the correct decision or process that stage accurately.

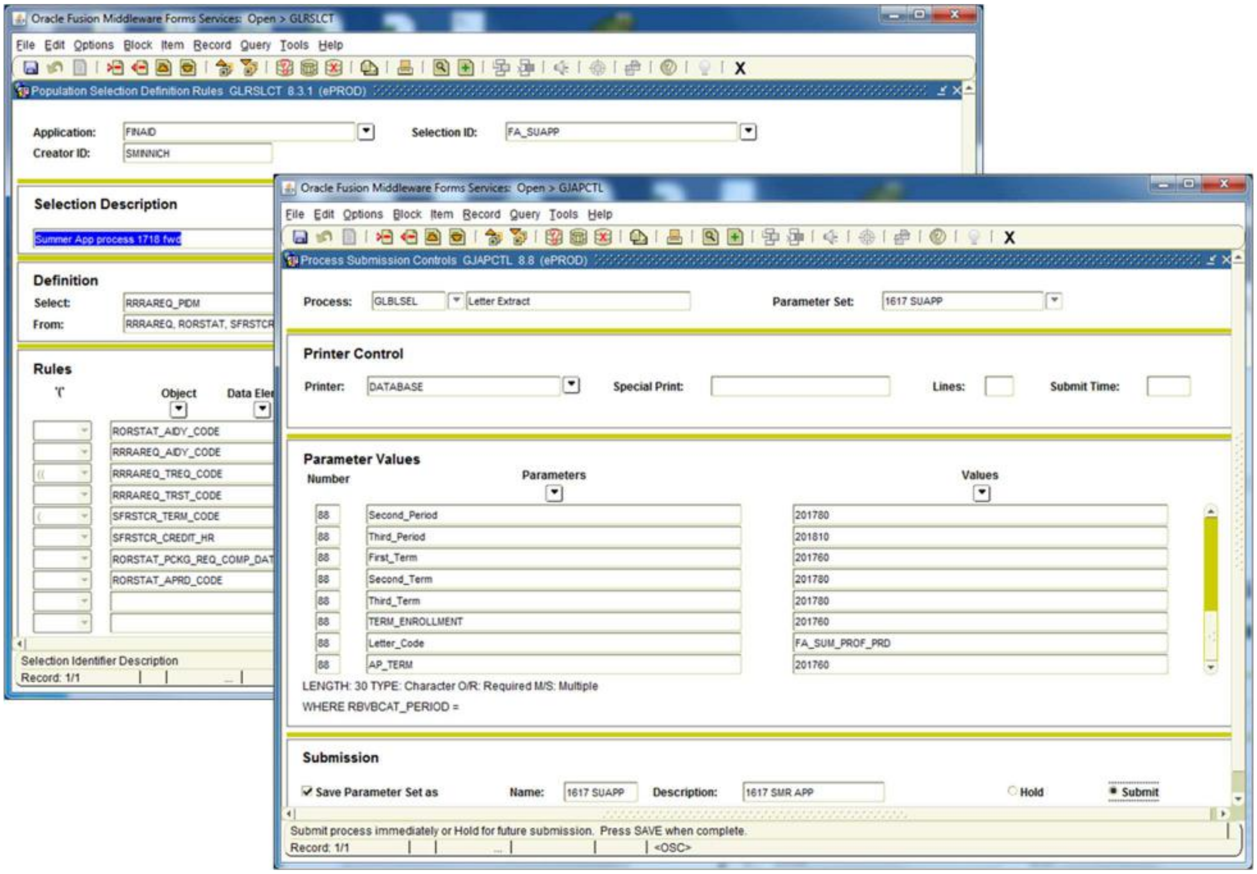
The first step in the process automatically displayed students who had applied for Summer financial aid.



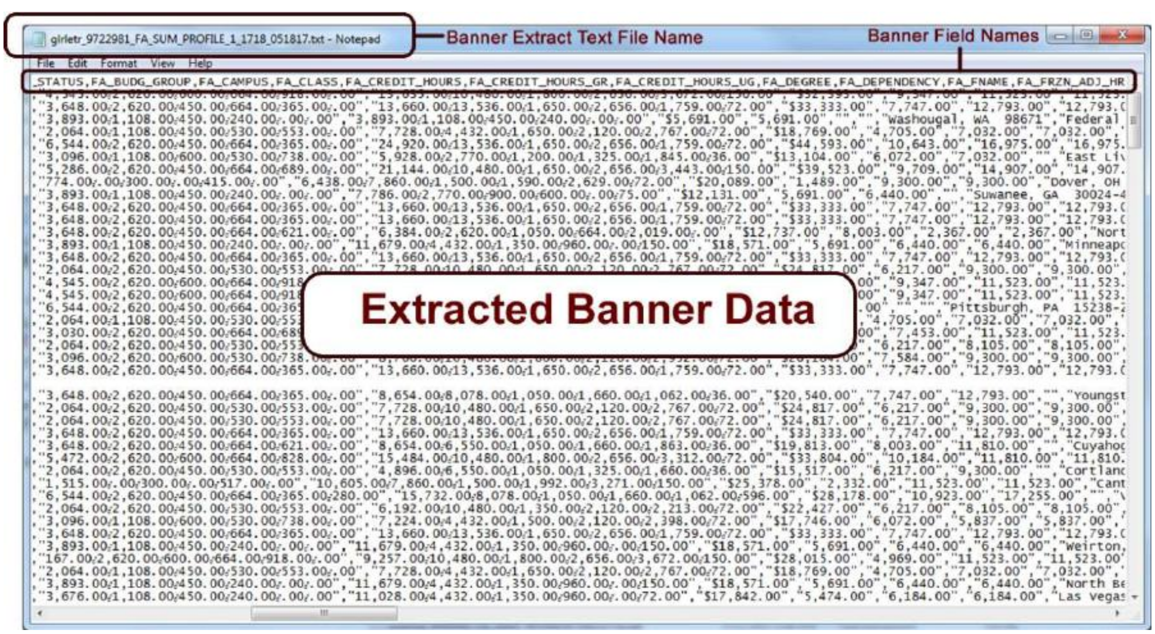
The staff member entered "SUAPP" in the "Requirements" section and a "V" under the "Status" field on RRAAREQ. The staff member marked this process as complete and worked their way through the group of new applicants.

The Banner Extract File

The extract process A) searched for students with a status of "V" for the tracking requirement on RRAAREQ and the B) pulled in their data. After the job ran the "V" status was replaced with a "P" to indicate the data has been collected.

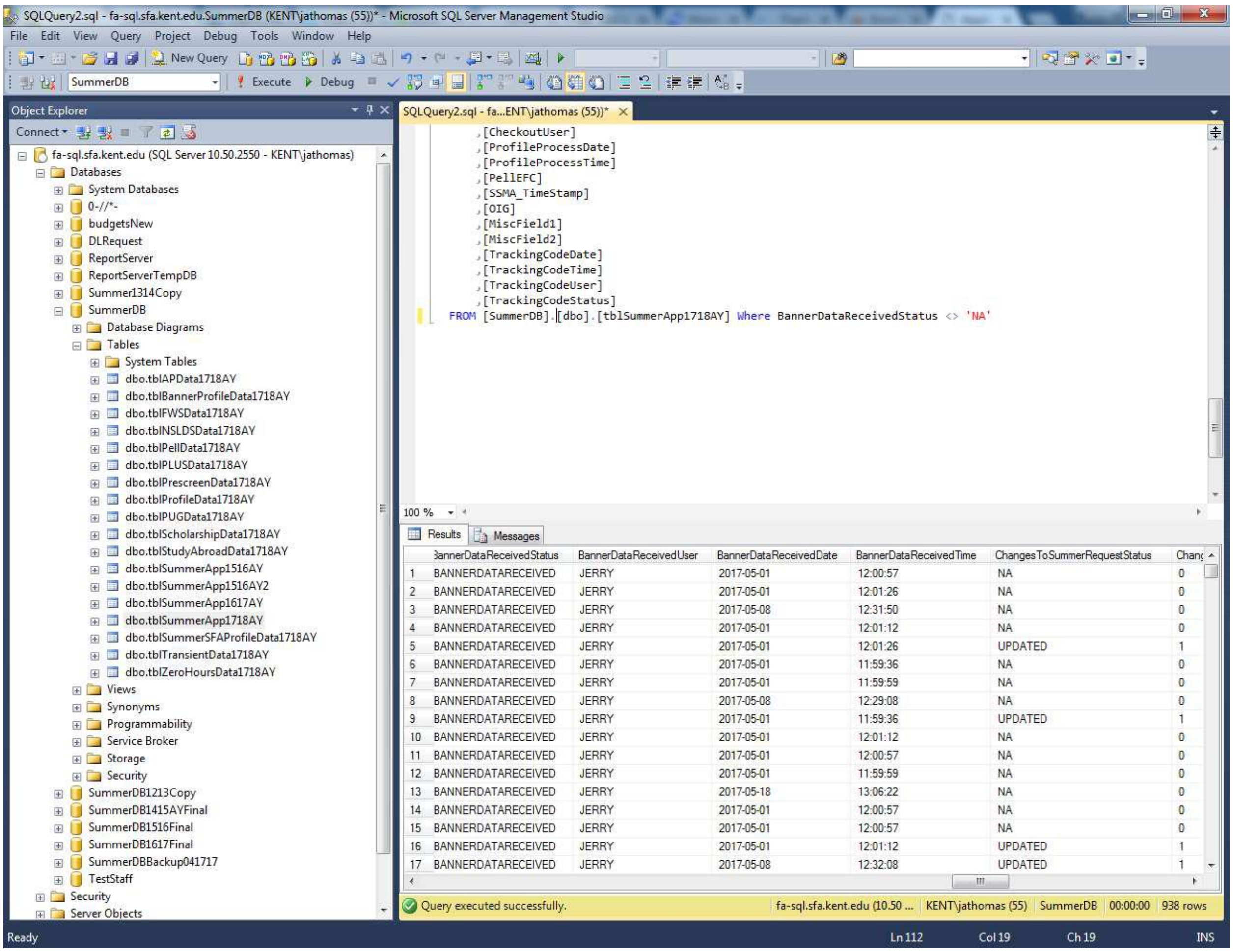


A delimited Banner extract text file was produced and contained an initial row defined the Banner fields and the subsequent rows contained that data for each student in the file. This data was parsed and uploaded to the Summer App database in SQL Server and merged with the data the student entered when initially completing the Summer Financial Aid application.



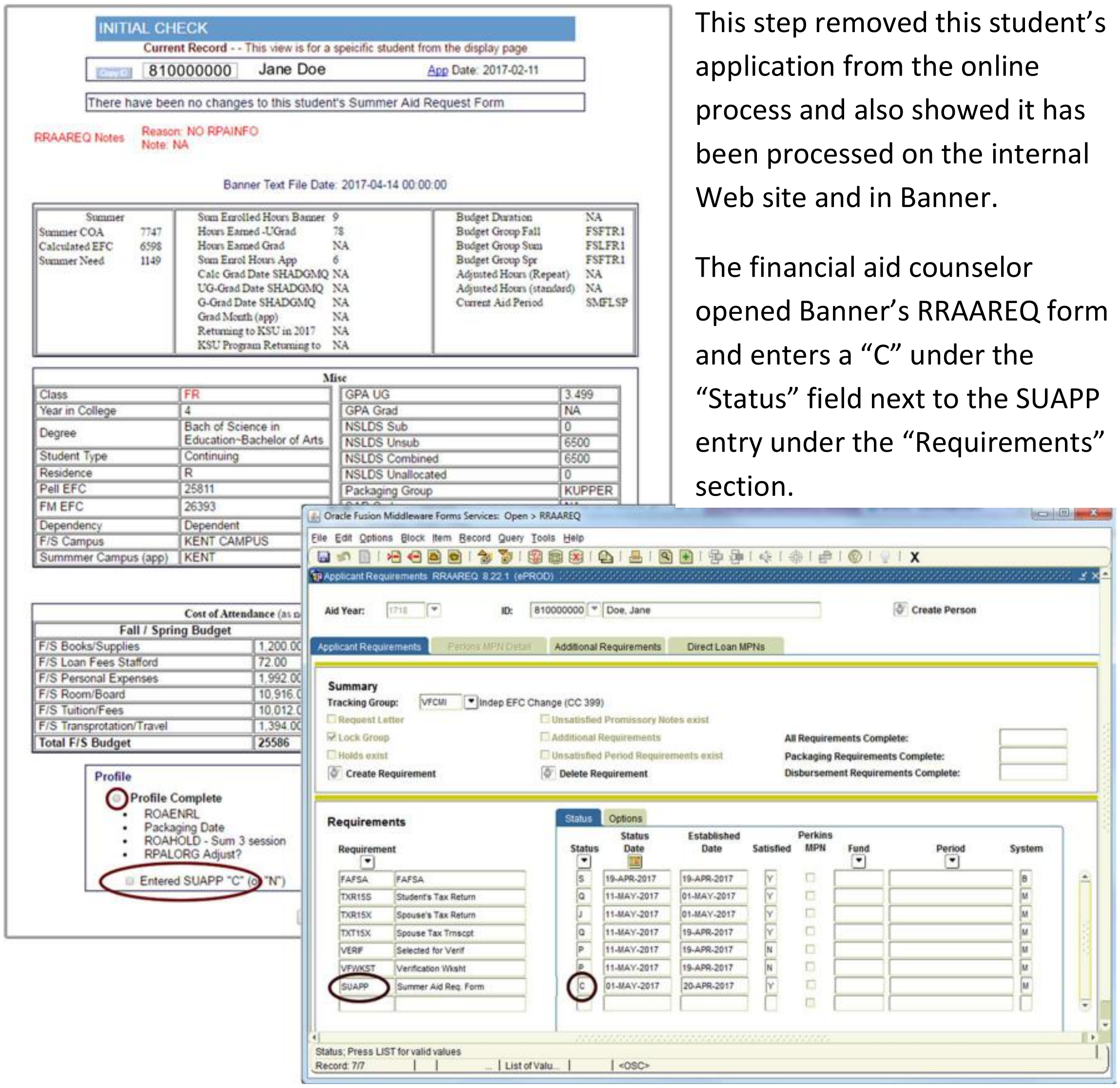
Banner Data Uploaded to SQL Server

This is a view of Summer Application database that shows Banner data was merged with the student's Summer financial aid application data. At this stage all student records in the Summer financial aid database were to be pre-screened online and after that process financial aid counselors were able to award financial aid.



Awarding Financial Aid

The final step in the process was to award the financial aid and mark both the application and Banner's RRAAREQ as complete.



This step removed this student's application from the online process and also showed it has been processed on the internal Web site and in Banner.

The financial aid counselor opened Banner's RRAAREQ form and enters a "C" under the "Status" field next to the SUAPP entry under the "Requirements" section.

Conclusion

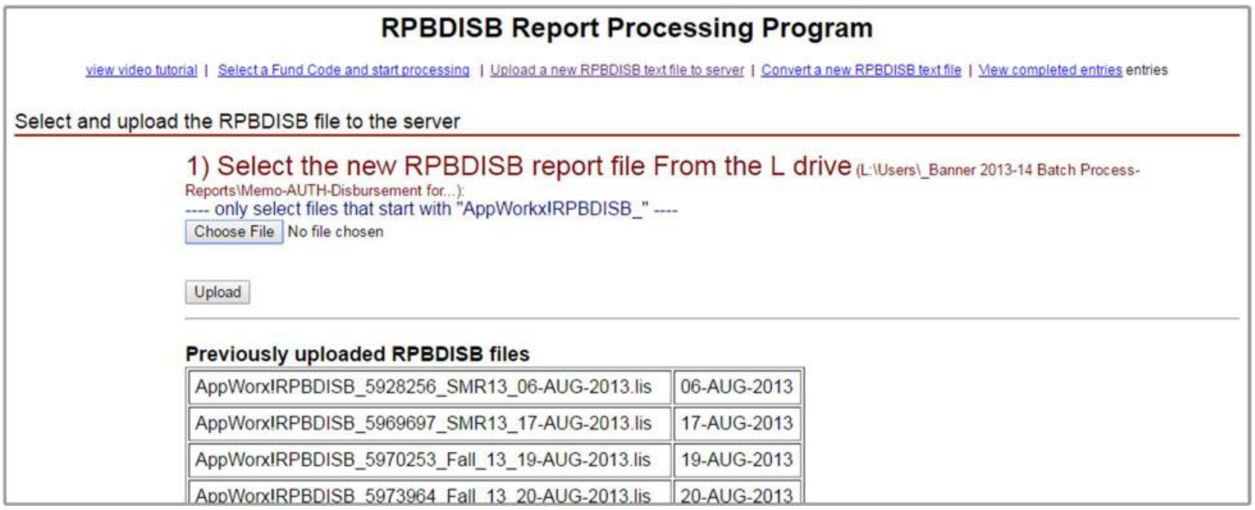
The Summer financial aid processing program merged Banner data together with student submitted data and was presented in stages to staff to isolate varying processes and allow area subject matter experts to focus on their own tasks. This helped ensure that a student's application was processed correctly.

The Summer Financial Aid Application was a very complex, custom Banner integration.

Disbursement Error Reporting

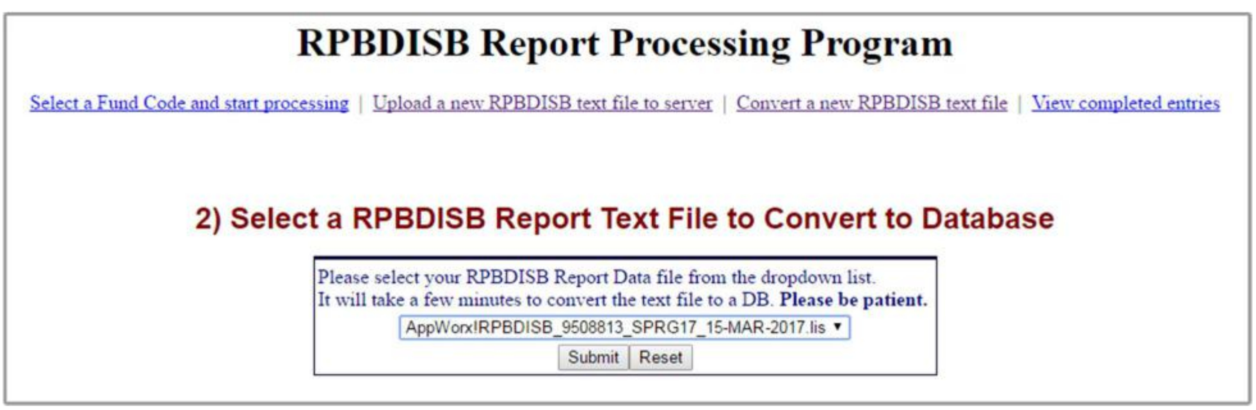
Users Upload the Daily Error Report Extract File

A disbursement error report was extracted from Banner and generated daily, then placed on the network share drive. Staff who utilized the reports were able to upload these files when needed. Staff simply choose the file and then uploaded it through this Web-based program.



Convert the Banner Extract File

After the file was uploaded to the Financial Aid network server staff would proceed to step two in the process and converted the selected file. The data was then uploaded into a database.



Staff Select a Report to View and Process

The conversion process automatically split the files into different individual reports based on term. Staff members selected the report that was pertinent to them. The program replaced reports in an Excel format that users would share over the network.

RPBDISB Report Processing Program: SPRG17 view video tutorial

Select a Fund Code For SMR17 | Select a Fund Code For SPRG17 |

Upload a new RPBDISB text file to server | Convert a new RPBDISB text file | View completed entries

Select your fund code from those available in the most recent report (total#/completed)

Current File Date: 4/3/2017
Previous File Dates: 12/6/2016

UPLOAD TODAY'S FILE (if available) BEFORE CONTINUING.

A) Click on a specific fund code below to see all students in that group.

GFNPEL (1904/0)	GFUTG1 (2/0)	GFUTU1 (10/0)	GIB601 (1/0)	GSNOCG (9/0)	LEUCH5 (3/0)
LEUCH6 (1/0)	LEUDS5 (4/0)	LEUDS6 (2/0)	LEUKF6 (1/0)	LEUSM5 (10/0)	LEUSM6 (1/0)
LEUSM7 (1/0)	LEUSM8 (1/0)	LEUWF5 (1/0)	LFNPRK (326/0)	LFNSA1 (2209/0)	LFUGA1 (2/0)
LFUPA1 (14/0)	LFUUA1 (3155/0)	LFUUA2 (85/0)	SIMZKT (3/0)	SPB405 (1/0)	SPBE12 (1/0)
SPBT05 (2/0)	SPBZ08 (13/0)	SPMA03 (1/0)	SPMA12 (1/0)	SPMAB2 (1/0)	SPMAB4 (2/0)
SPMAB5 (1/0)	SPMAP0 (1/0)	SPMB54 (14/0)	SPMS30 (1/0)	SPMV18 (1/0)	SPMW09 (1/0)
SPO205 (1/0)			SPON01 (6/0)		

***** OR

B) Select a group of fund codes by entering up to the first three characters in the fund code name.

Select First Fund Code Character ▾ Select Second Fund Code Character ▾ Select Third Fund Code Character ▾ Submit

The previous process contained large amounts of information that was not relevant to individual users and because of this, users would have to copy sections of the excel spreadsheet into usable chunks, wasting time.

Users would need additional communications to ensure they were working on different parts of the daily report. Supervisors would also need to repeatedly communicate with staff to find out how many files were being completed.

Staff Filter Results to Narrow Focus

Larger reports could be filtered based on the main criteria in each report.

RPBDISB Report Processing Program: SMR17 view video tutorial

Select a Fund Code For SMR17 | Select a Fund Code For SPRG17 |

Upload a new RPBDISB text file to server | Convert a new RPBDISB text file | View completed entries

Choose your filters for the GFNPEL report

Fitler on Enrollment Hours	3 ▾ ○ = ○ < ◉ > ○ >= ○ <=
Fitler on Comments	SAR EFC does not equal system EFC. ▾
Order By	◉ Fund Code ○ Banner ID
Submit Filters for GFNPEL	Reset Form

The filtered results were displayed. Staff members were able mark off the completed students and those records would automatically fall off of the list. Supervisors were able to view these reports to track staff progress.

RPBDISB Report : SPRG17 view video tutorial

Select a Fund Code For SMR17 | Select a Fund Code For SPRG17 |

Upload a new RPBDISB text file to server | Convert a new RPBDISB text file | View completed entries | Change Filters

Displaying results for the report

Your filter criteria		
Enrollment Hours	14.00	>
Comment	Outstanding non-fund disb require.	
Sort results by	FundCode	

Check the box next to the student when you have completed this process. You may also process an entire group (up to 10) and click the button to "Check all" in that group to remove them from the list.

GFNPEL		Federal Pell Grant Program						Aid Period: 201710			File Date: 4/3/2017
#	Done	Fund Code	KSUID	Name	AIDY	Awd Amt	Enrol	Memoed	Auth	Disb Adj	Comment
1	☐	GFNPEL	810654321	Thomas, George	1617	2882	15.00	0	0	0	Outstanding non-fund disb require.
2	☐	GFNPEL	810987654	Evans, Nancy	1617	2232	16.00	0	0	0	Outstanding non-fund disb require.
3	☐	GFNPEL	810654321	Smith, Mike	1617	1232	18.00	0	0	0	Outstanding non-fund disb require.
Check all	Submit: S1										

AppXtender Document Imaging

Document Imaging: Integration with Banner

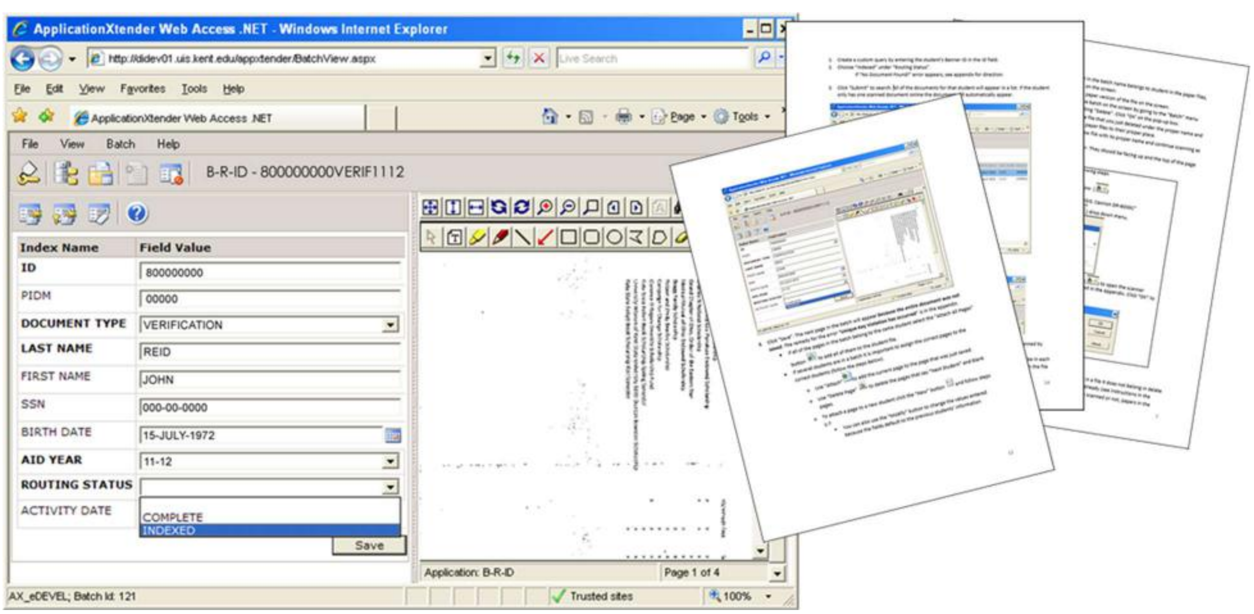
The Student Financial Aid Office utilized AppXtender to image student records. AppXtender and WebXtender worked well with Banner and allowed staff to view scanned records directly from Banner screens. Student Financial Aid was the only office at Kent State to exclusively utilize student employees for the entire imaging process.

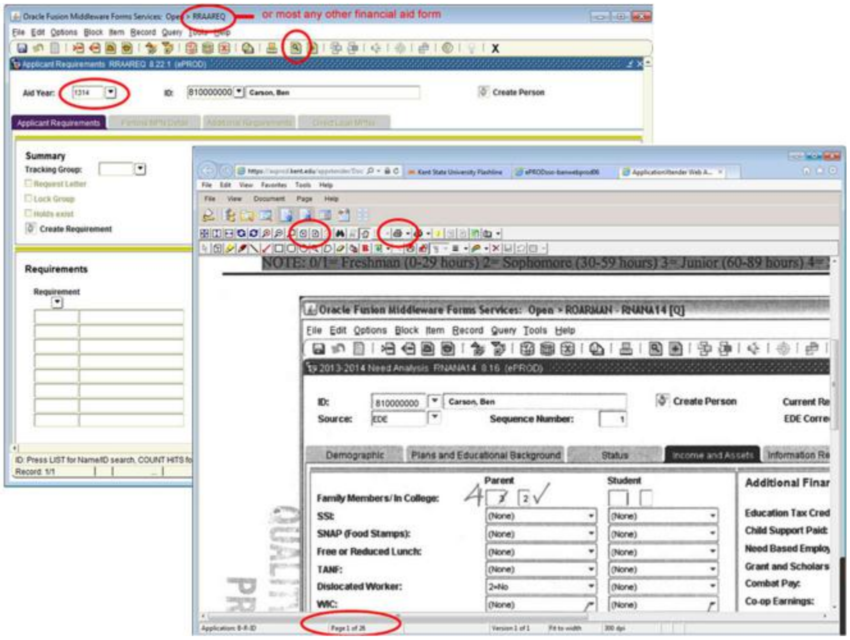
I was able to design and oversee a highly efficient and accurate system that was integrated with an online inventory/tracking program to reduce risk.

Document Imaging Documentation

It took a small team about three months to finalize a good first version of the document imaging procedures. Each step was mapped and scrutinized for efficiency, but more importantly for risk reduction. It was very much a team effort between myself and the student employees.

Before I left Kent State there more than a dozen iterations of these procedures as each student was empowered to draw attention to concerns or suggest process improvements. It was essential there was governance to oversee this process because we were using up to 10 student staff at a time and since they were university students, the turnover was higher than it would have been for full-time staff. There was a very precise onboarding process as well.



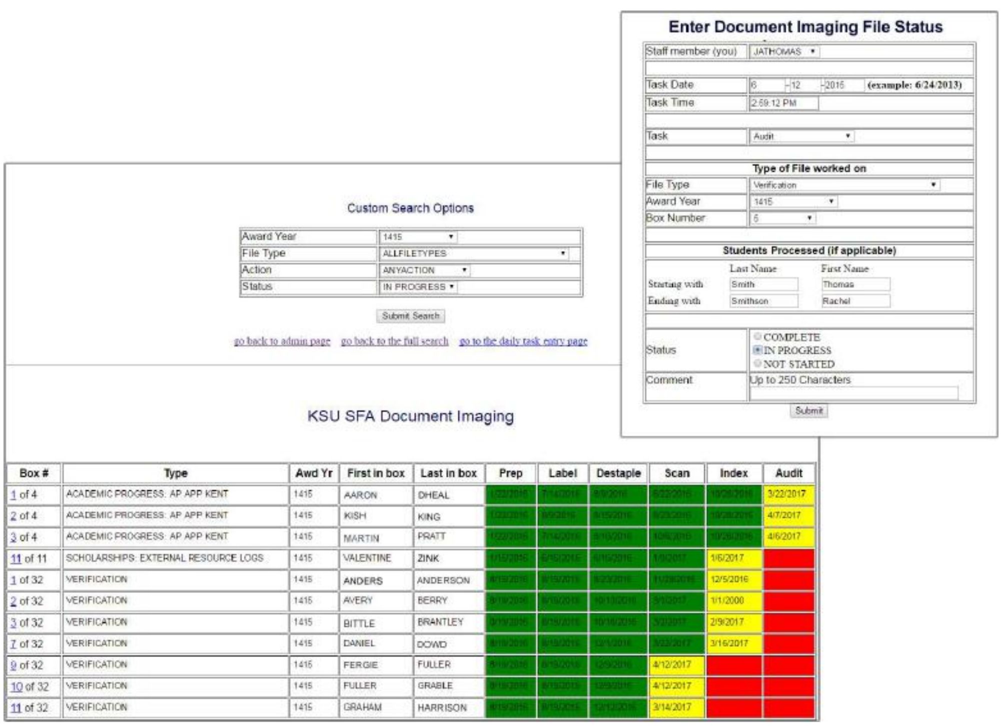


Accessing Imaged Documents from Banner Forms

Staff were able to access scanned and indexed document through Banner on almost any financial aid form. All that was needed was to enter the Banner ID, select the award year and click on the magnifying lens logo.

Tracking Cases of Scanned Documents

To track cases of documents in the document imaging process, the Student Financial Aid Office utilized a program I designed. Staff members entered daily tasks (Scanning, Indexing, or Auditing) and update the status for each task by file type and year. This process updated the graphical display to allow all staff to see the progress of each case of files in the system.

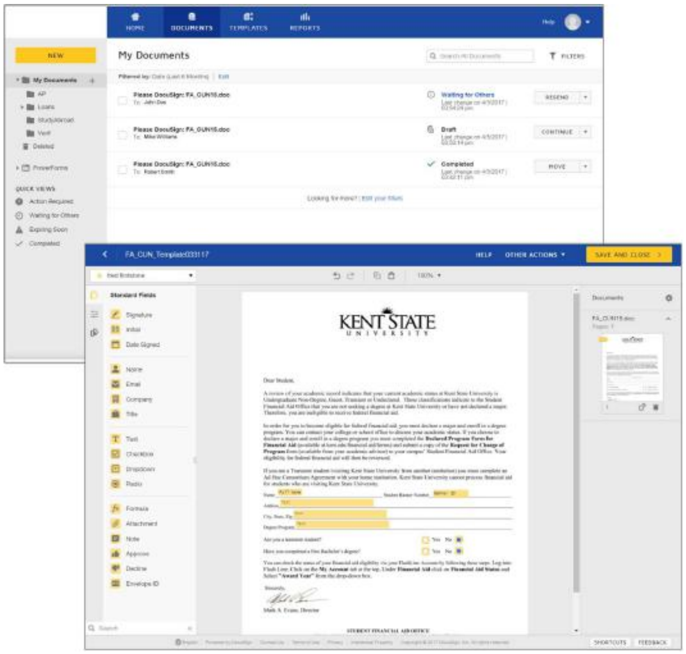


Other Enterprise Applications:

- Electronic Signatures and Workflow
    - DocuSign
    - NextGen Dynamic Forms
- Banner Reporting and Analytics
    - Cognos
    - Tableau
- Drupal CMS
- Web Site Analytics
    - Google Analytics
    - Site Improve
- Visix Digital Signage

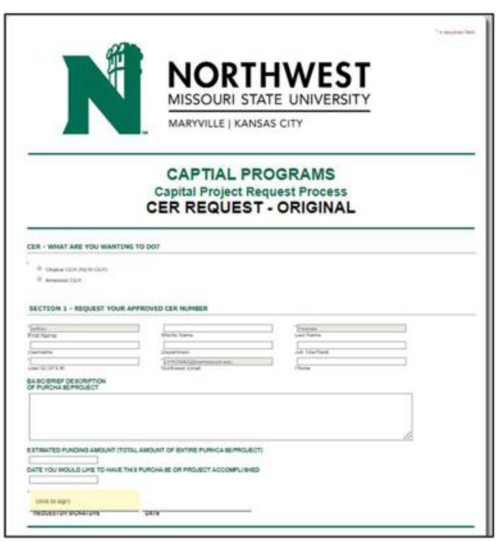
Electronic Signatures and Workflow

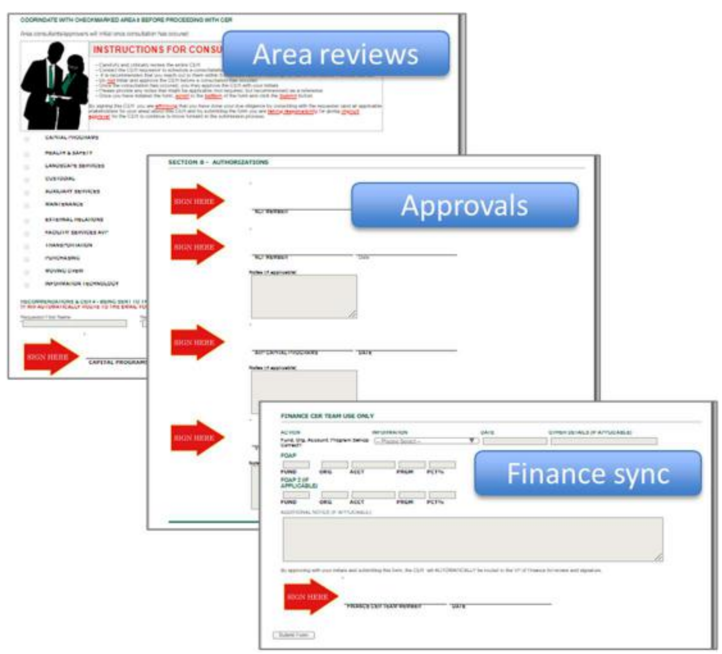
DocuSign and NextGen Dynamic Forms



DocuSign was being implemented campus-wide at Kent State when I was leaving. Most of Financial Aid's online forms were custom designed, but I was on a team that was coordinating with the new One Stop along with Bursar and Registrar offices. The One Stop wanted one source for tracking the progress of documents and DocuSign made this possible in a secure environment.

I first experienced NextGen's Dynamic Forms at Henderson State University. Dynamic Forms automated indexing processes with document imaging. The best part of Dynamic Forms is how easy it is to use. No coding experience needed and it uses Banner APIs for true integration.





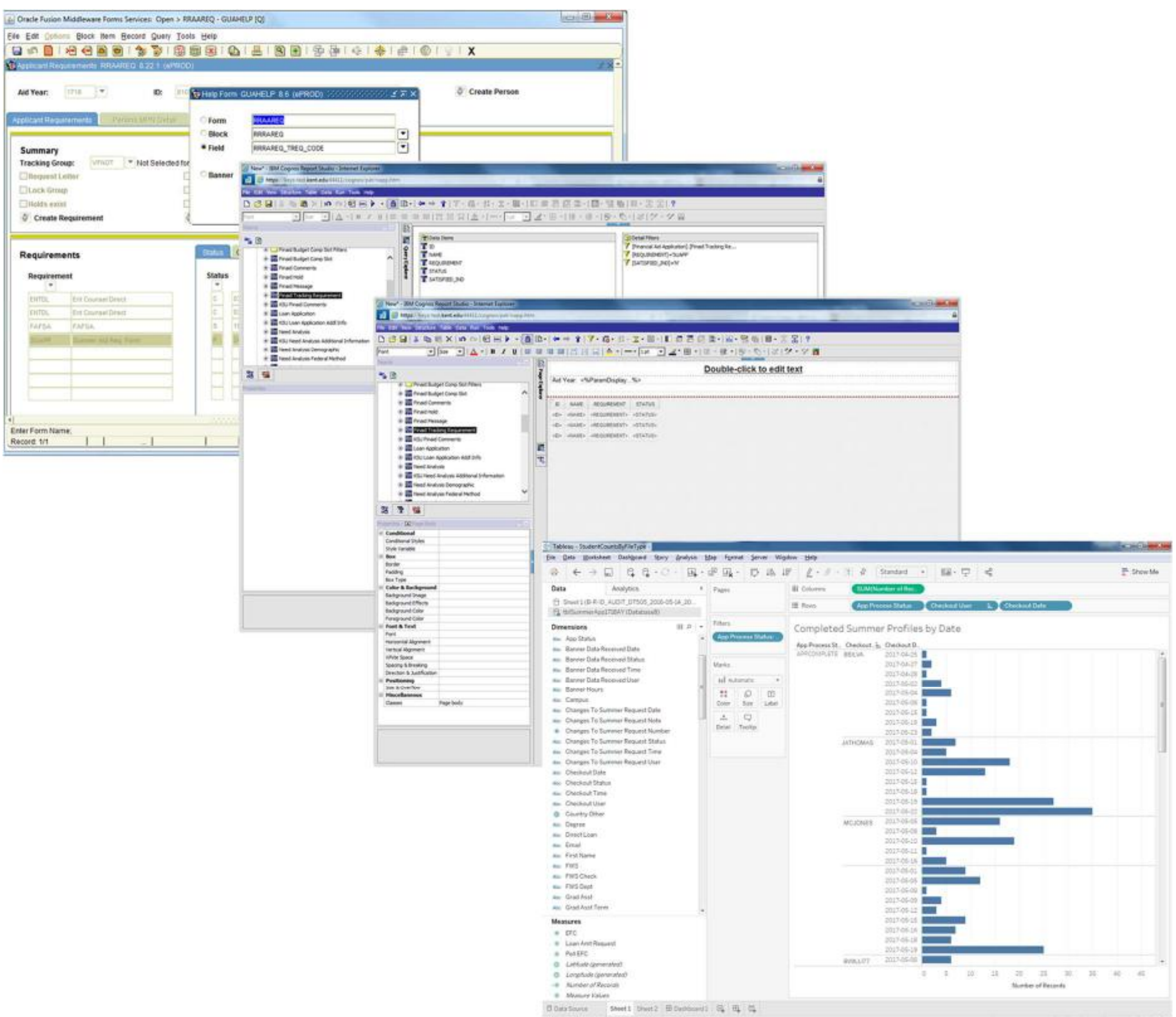
Banner Reporting & Analytics

Cognos and Tableau

Kent State University utilized Cognos as the primary data analysis and reporting tool. Cognos came pre-built with many templates and the university also custom-built modules for staff.

My limited use of Cognos was to validate student entered data in Web applications and compare those results in Banner. All of my reports came from Banner's ODS (Operational Data Store) and the data was one day old at extraction time.

With Tableau I mostly designed custom views for staff who processed and awarded financial aid through the staff access Web site. I generate ad hoc reports to present to staff or include in presentations.

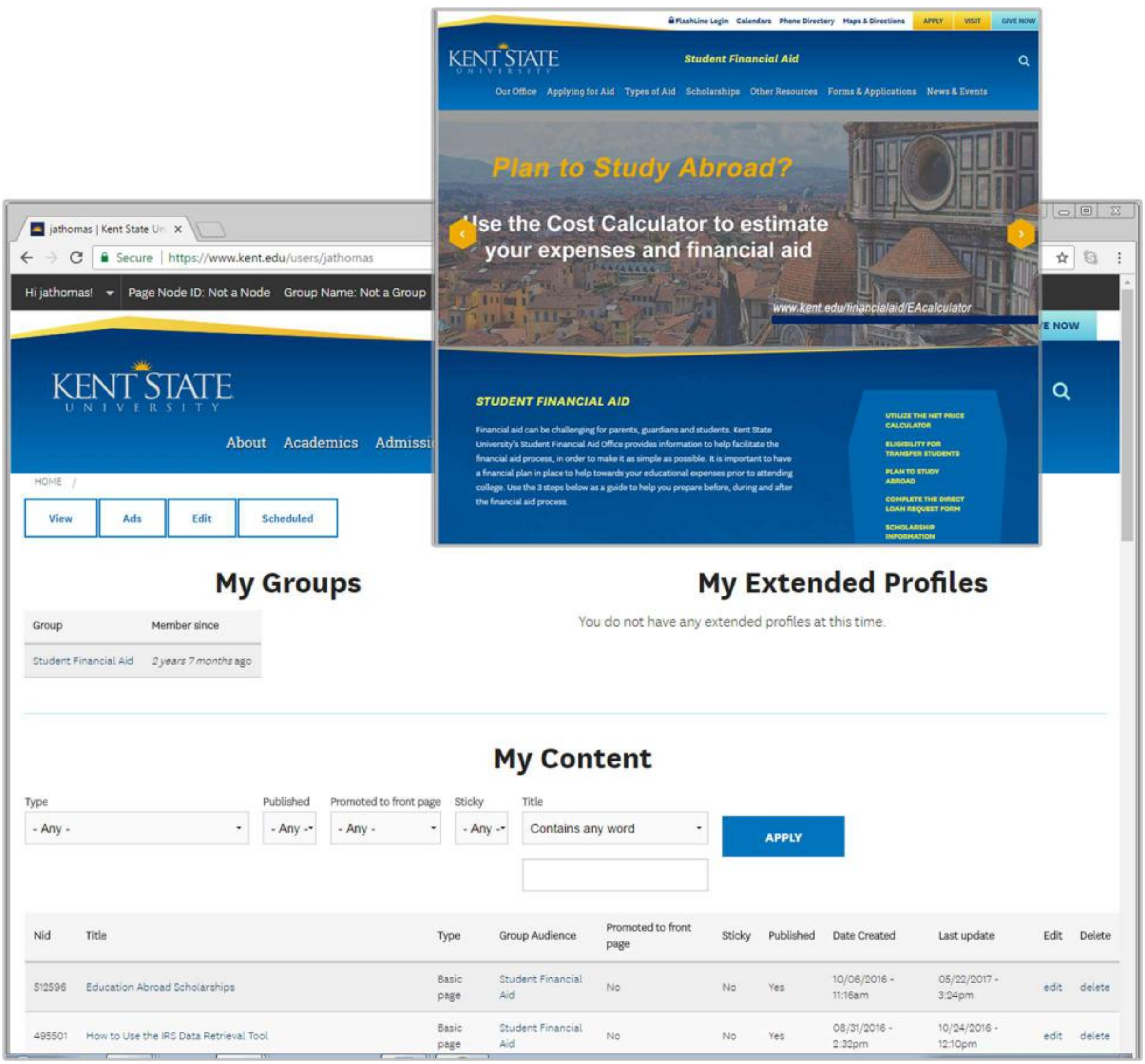


Drupal CMS

Web Site Content Management System

Drupal was Kent State's CMS and I oversaw the management of this information for the Financial Aid Office. Drupal went live at Kent State several years ago and I was part of the conversion team. I worked with a large group of financial aid staff to ensure content was up-to-date and I trained and supervised a staff member who assists in updating Web site information.

Interactive forms did not work well within Drupal, but I made a near seamless connection between the Drupal site and interactive programs on our Windows Server.

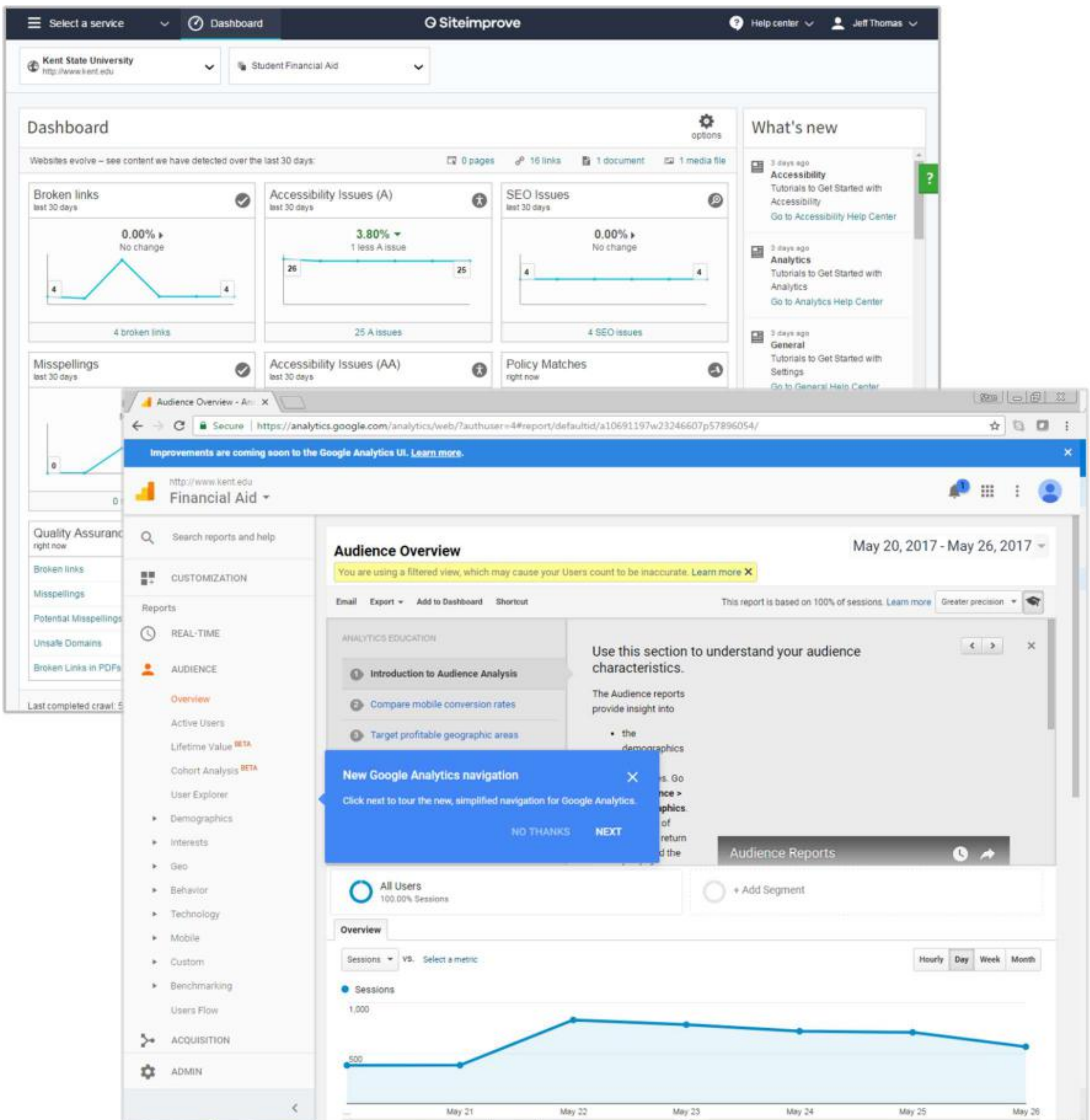


Web Site Analytics

Google Analytics and Site Improve

Site Improve was a tool Kent State utilized that provided a wide range of analytics and helped improve customer service by defining broken links, misspellings and campus policy-related issues.

I liked to use Google Analytics to look for popular search phrases at different times of the year. I also have experience with using WebTrends.



Visix

Digital Signage

I oversaw the Student Financial Aid's digital signage. I supervised staff that generated the day to day content for the system. I coordinated with Visix Creative Services and technical staff to create a base design and generate a Twitter feed.