

THE OFFICE OF THE CHIEF INFORMATION OFFICER

Innovative and Reliable Academic and Administrative Technology and Infrastructure

August 17, 2007

This overview of the Office of the Chief Information Officer (CIO) budgetary environment is intended to make the sources and uses of CIO funds transparent to the university community as a part of the Office of Academic Affairs transparent budget process.

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I. Office of the Chief Information Officer

Who We Are

The **Office of the Chief Information Officer** encompasses CIO core services, plus the Office of Information Technology, and Technology Enhanced Learning and Research, and employs 360 staff and 250 students. The organization consists of the following:

Chief Information Officer Core Services

The core CIO Office provides IT leadership, policy-making, planning, communications, innovation, outreach, cybersecurity, emerging technologies, project management, and technology support services, and oversees the operations of the Office of Information Technology (OIT) and Technology Enhanced Learning and Research (TELR). The CIO office also maintains liaisons with many university entities including the Research Computing Advisory Committee, the CIO stakeholder group of college and business unit representatives, University Libraries, Legal Affairs, University Internal Audit, University Relations, and the University Senate Council on Libraries and Information Technology governance committee.

Office of Information Technology

OIT has the larger staff, budget base, and revenues of the CIO's two operating units. OIT provisions, operates, and maintains the university's wired and wireless networks, telephone systems, central e-mail system, and web servers; supports the university's administrative systems for human resources, finance, grants, research, students, and alumni; and offers many technical services in support of eLearning and classroom activities. All are mission-critical, utility-grade communication, collaboration, and business and academic infrastructures for the entire university community.

Technology Enhanced Learning and Research

TELR is a growing CIO operating unit increasingly essential to the university's teaching, learning, and research enterprise. In addition to supporting Carmen, the university course management system, TELR provides many eLearning services including providing the academic community with innovative instructional and new media support, and researching and assessing new and emerging learning and knowledge management technologies. TELR staff members are national leaders in developing eLearning policies and guidelines, building eLearning business cases, and managing academic technology projects.

Core Values

Our core values—accountability, teamwork, integrity, excellence, and respect—guide us as we interact in many venues with faculty, students, staff, customers, partners, vendors, and the public.

Mission

Our individual offices embrace these core values and maintain complementary mission statements that, while differing in details, all focus on the objective to improve the teaching, learning, research, and administration of the university through the innovative applications of technology, enhanced by sound leadership, policy development, and coordination.

Vision

Our collective vision is captured best in the vision of PlanIT, the Information Technology Strategic Plan:

The Ohio State University will be recognized among its peer institutions as a premier provider of infrastructure, services and support to facilitate the innovative use of technology for teaching, learning, research, and outreach, as envisioned in the Academic Plan.

Goals

Provide reliable, collaborative, and visionary **technology leadership** that considers emerging technologies and reflects the needs of the diverse university community.

Deliver responsive, efficient, and effective instructional and administrative **technology services** to university constituents.

Enable and support a dependable, scalable, and cost effective **technology infrastructure** for the university enterprise.

Fiscal Philosophy

The Office of the Chief Information Officer's fiscal philosophy is tailored to support Ohio State's Academic Plan through sustainable and flexible funding of the PlanIT Strategic Information Technology Plan initiatives. The philosophy is founded on the principles of fiscal responsibility, accountability, transparency, and broad consultation. Moreover, the Office of the CIO is committed to first reallocating internally and partnering with other units to fund new or expanding services, when possible, before requesting additional resources. Recent examples of these reallocations include:

- We reallocated funds to share support for a new University Archives Electronic Records Archivist in University Libraries. This new position recognizes the challenges the modern enterprise system, database, and electronic messaging environment brings to areas such as compliance and records retention. This archivist will help better prepare the campus and information systems for the new and changing regulatory and compliance climate.
- We reallocated funds to perform a professional independent external Security Penetration Test on mission critical enterprise systems and facilities. This test helped to assure that the university is effectively working to safeguard enterprise system information assets.
- We reallocated funding to support development and implementation of new high-speed networking facilities in collaboration with the CIC and OSCNet. These facilities, including a citywide fiber optic ring in Chicago, will decrease the costs of future connectivity to advanced networks and improve current reliability and capacity.
- We reallocated funds to provide encryption software for campus computers. This software will help protect the university from exposure or disclosure of sensitive data on laptop computers and portable devices as well as desktop computers in less secure locations.
- We reallocated funds to remove Social Security Numbers from student advising reports and class rosters before fall quarter 2007. This will help to protect our students from identity theft and personal information exposure.

II. Components of the Office of the Chief Information Officer Budget

Budget Source Environment

The Office of the CIO budget is drawn from a number of sources. The largest source is general funds provided by the university as Permanent Budget Authority (PBA) for ongoing operations and as one-time cash for short-term needs and projects. Sources also include earnings revenue for charge-back services such as telephones and non-instructional technology support, grant funding through the OSU Research Foundation from private and government organizations for research and outreach projects, discretionary funding and endowment income through University Development from private donors, and interest on earnings operation cash balances..

General Funds Operating Budget Sources

During the past several years the university has increased the Office of the CIO General Funds PBA allocation annually. Much of this growth is due to a change in the operating funds approach for university enterprise systems. The legacy enterprise systems were funded by the systems owners as earnings operations, while the newer PeopleSoft systems are supported by the university through general funds and governed by the systems sponsors. Thus with each legacy conversion or significant PeopleSoft system enhancement, the Office of the CIO General Funds

PBA allocation increases. In addition, the annual growth includes operating funding for new enterprise systems such as Carmen, eReports, and the Data Warehouse as well as additional annual funding to support the physical learning environment and Budget Guidelines increases. Annual Office of the CIO PBA changes and sources since FY2003 are shown in the following PBA history table. Current General Funds cash enterprise project allocations are reflected under budget uses in Section III.

Office of the Chief Information Office PBA History	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
PBA Balance at end of previous Fiscal year	18,996,136	20,986,646	23,713,948	25,941,240	27,898,321
Annual Budget Guidelines Increase	499,110	632,448	489,298	422,404	962,948
PBA Balance at the beginning of fiscal Year	19,495,246	21,619,094	24,203,246	26,363,644	28,861,269
FY2004 Changes					
E-Learning Implementation Support	296,150				
PeopleSoft FY04 Support	500,000				
FY04 Technology Tuition Set-Aside	695,250				
FY2005 Changes					
PeopleSoft Human Resources & Financial Systems Operation		500,000			
Enterprise Level Course Management System - Carmen		751,400			
Improved Learning Environments/Classrooms		48,600			
University eReports support		180,000			
OSU Research Foundation PeopleSoft Maintenance		237,725			
OSU Research Foundation PeopleSoft Staffing		184,379			
FY 2004 Technology Tuition Setaside		192,750			
FY2006 Changes					
Service Additions-Archiving and Data Warehouse			249,000		
Service Additions-Campus Wireless Assessment			500,000		
OIT transfer to Office of Business & Finance (RMSIA) for eReports Hyperion Site License			(115,856)		
Office of Business and Finance (Business Operations) transfer to OIT to support one programmer			58,000		
OSURF Grants Management System Continuing Support			1,000,000		
Office of Enrollment Services and Undergraduate Education transfer to OIT to support mission-critical servers moved to KRC			46,850		
FY2007 Changes					
PeopleSoft Support-Develop Adm				250,000	
PeopleSoft Support-Endowment				250,000	
PeopleSoft Support-HR				873,577	
CIO Cyber Security Part 1 of 2				70,000	
Data Warehouse Support				91,100	
PBA Balance at end of Fiscal Year	20,986,646	23,713,948	25,941,240	27,898,321	28,861,269

Notes:

- Table does not reflect new annual rate allocations requested for FY08.

III. Uses of the Office of the Chief Information Officer Budget

General Funds Operating Budget Allocations

The Office of the Chief Information Officer General Funds Operating Budget for FY08 is apportioned among working areas, functions, and enterprise projects as shown in the following table. The enterprise project section includes two areas reflecting cash deficits. These deficits are primarily due to unreimbursed expenses incurred on behalf of the OSU Research Foundation during the PeopleSoft 8.4 Financials and Grants Management Upgrade, Integration and Conversion project. A smaller portion of this deficit is due to the FY05 unfunded university purchase of 51 new PeopleSoft modules at a substantial discount in advance of Student Information Systems development and the purchase of a university enterprise Oracle database site license in support of the PeopleSoft Systems. The university is gradually eliminating these deficits through annual cash allocations.

FY2008 Office of the CIO General Funds Cash Budget	FY2008 Budget Allocation		FY2007 Carry Forward	FY2008 Beginning Cash
	PBA	Cash		
CIO FY2008 011000 General Funds Budget				
Chief Info Officer (CIO) Core	\$1,963,665	\$1,963,665	\$449,167	\$2,412,832
CIO IT Business Services	\$264,150	\$0	\$0	\$0
CIO IT Human Resources	\$255,855	\$0	\$52,820	\$52,820
CIO Student Information Systems Development Support	\$153,520	\$153,520	\$0	\$153,520
Technology Enhanced Learning and Research (TELR) - Administration, Operations, Digital Union	\$2,073,100	\$2,073,100	\$643,278	\$2,716,378
Office of Information Technology (OIT) Administration	\$345,560	\$0	\$0	\$0
OIT Operations	\$8,437,640	\$8,656,890	\$342,153	\$8,999,043
OIT Applied Technology Services	\$6,001,730	\$6,435,095	\$989,467	\$7,424,562
OIT Enterprise Networking	\$940,590	\$954,820	\$0	\$954,820
OIT Applications Development & Support	\$4,988,310	\$5,149,770	\$815,438	\$5,965,208
OIT Partnership Management	\$1,006,200	\$1,043,460	\$6,000	\$1,049,460
Enterprise Projects:				
Data Warehouse Archiving	\$350,180	\$350,180	\$1,096,125	\$1,446,305
Human Resources Upgrade			\$273	\$273
Carmen Upgrade			\$164,141	\$164,141
Student Information Systems			\$3,783,448	\$3,783,448
Procurement System			\$121,887	\$121,887
PeopleSoft Financials 8.9 Upgrade			\$200,000	\$200,000
OSU Wireless	\$514,680	\$514,680	(\$71,877)	\$442,803
PeopleSoft Financials 8.4 Upgrade			(\$5,819,666)	(\$5,819,666)
PeopleSoft-Oracle Enterprise Licenses			(\$2,952,209)	(\$2,952,209)
Total 011000	\$27,295,180	\$27,295,180	(\$179,556)	\$27,115,625

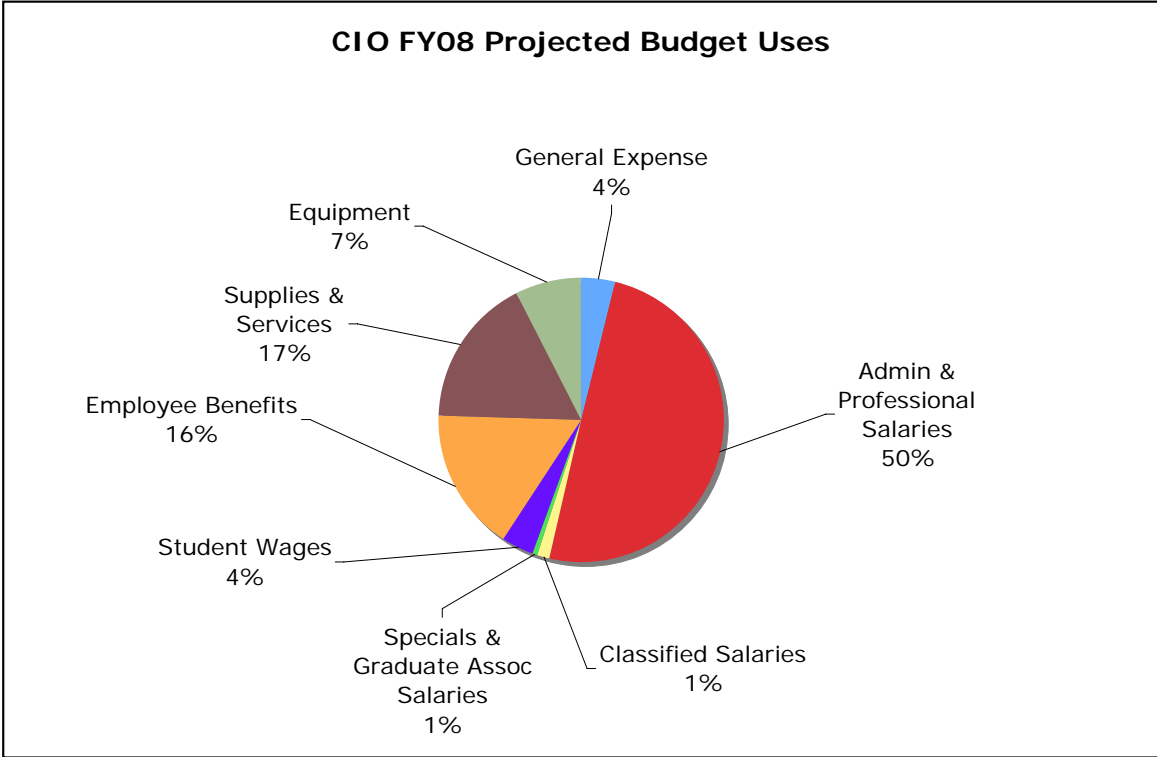
CIO FY2008 Other General Funds Budgets				
General Funds Support of Earnings Operations	\$1,207,785	\$1,207,785	\$0	\$1,207,785
General Funds Budget Only Reserve	\$308,359	\$308,359	\$1,672,804	\$1,981,163
Graduate Fee Authorization	\$49,945	\$49,945	\$0	\$49,945
Release Time			\$45,400	\$45,400
TELR Research Fund			\$492	\$492
Total Other Funds	\$1,566,089	\$1,566,089	\$1,718,696	\$3,284,785
Total CIO	\$28,861,269			\$30,400,409

Notes:

- Table does not reflect new annual rate or cash allocations requested for FY08.
- Table does not include earnings operations except for General Funds support of Earnings.
- Table does not include discretionary/development funds.
- Table does not include Ohio Board of Regents Instructional Equipment funds.
- CIO Business Services and CIO Human Resources are primarily supported through per-FTE cost distributions to other CIO, OIT, and TELR units and areas.

General Funds Operating Budget Expense Projections

Projected uses of the Office of the Chief Information Officer FY08 General Funds Operating Budget by expense type include over 70% staffing costs as illustrated in the FY08 overall projected use chart below.



IV. Value Added to the University through the Office of the Chief Information Officer Budget

We use the Chief Information Officer's budget to add value to the university's teaching, learning, administrative, and social environment guided by the PlanIT Information Technology Strategic Plan in support of the Academic Plan. We add this value in the forms of reliable and innovative infrastructure, economies of scale, and improved teaching and learning resources. And we work to ensure the timeliness and relevance of this effort through regular updates to PlanIT informed by campus-wide consultation and participation.

A sampling of recent examples of added value provided through the Office of the CIO budget includes:

- TELR and OIT enhanced learning resources for students and instructors by upgrading Carmen to Desire2Learn 8.1, thereby improving ADA compliance, course download processes, and reporting capabilities.
- TELR collaborated with University Libraries to move electronic course reserves into Carmen providing more reliable operation and more secure access to copyrighted materials.
- OIT improved the physical learning environment for students and instructors by designing a new integrated classroom control system and by completing physical renovations and/or electronic system installations and upgrades in over 50 university classrooms since spring of last year.
- OIT, working with partners including the Office of Enrollment Services and Undergraduate Education and the University Treasurer, is improving the university administrative and business environment by implementing new modern and flexible Student Information Systems to replace the aging and difficult to maintain legacy systems.
- OIT is leveraging economy of scale and improving the university's recovery posture by providing hosting services for mission-critical distributed servers and disaster recovery facilities at the 24x7 safe and environmentally controlled Kinnear Road Center.
- OIT improved campus communications capabilities with the OSU Wireless data network, now serving over 25,000 community members through almost 3,000 access points in 38 Residence Halls and in student gathering areas located in over 70 other campus buildings. As a part of the project TELR developed materials and sponsored sessions on pedagogical issues and applications for the mobile learner.
- TELR partnered with University Libraries to empower university community members by facilitating access to new media technologies for teaching, learning, research, and outreach by developing and expanding the Digital Union. In the words of a prominent and innovative faculty member: "The Digital Union puts a human face on technology...".
- OIT improved research and instructional resources by collaborating with the College of Engineering and the Ohio Supercomputer Center to obtain a campus-wide license for MATLAB. This product provides a high-level language and interactive computing

environment that enables users to perform computationally intensive tasks faster than with traditional programming languages such as C, C++, and Fortran.

- OIT collaborated with the Office of University Relations to improve the university's ability to search its own online resources by installing Google search engines to power the internal university web search facility.
- OIT and TELR are working with University Relations to increase access to the university's scholarship and to the knowledge created by Ohio State by establishing an iTunes U site.
- TELR has enhanced the undergraduate experience and supported faculty researchers by providing faculty-undergraduate student research partnerships with summer student stipends and team multimedia support through the Research on Research (R2R) program for four summers.
- OIT collaborated with University Libraries to improve the student learning environment by designing the new Sullivant Hall Learning Commons with innovative study spaces and equipping them with leading-edge technical resources.
- OIT is collaborating with the Office of Enrollment Services and Undergraduate Education and the Office of Human Resources to improve the safety of campus community members by eliminating Social Security Numbers from common student reports and securing Social Security Numbers in transmission to business partners. The Office of the CIO and OIT are also improving campus community members' security through encryption software for laptop and desktop computers and portable storage devices.
- The Office of the CIO is improving the campus information and infrastructure security by collaborating with the campus community to develop and implement institutional data protection and exposure policies and computer security standards.

More comprehensive information on Office of the CIO initiatives, projects, and achievements that add value in the campus environment is available on the web in the [Office of the Chief Information Officer 2006 Annual Achievement Report](#), the [PlanIT Strategic Information Technology Plan Executive Summary](#), and the [Digital Union 2007 Achievement Report](#).