

# InfoPorte Governance Document

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Approved by the Provost  
April 3, 2009

## Executive Summary

InfoPharm (now renamed InfoPorte) was born out of a major pain point at the UNC Eshelman UNC Eshelman School of Pharmacy. Mike Patil at the School undertook InfoPorte as a business initiative while trying to streamline and automate SOP processes, redefine staff roles and responsibilities, restructure the staff, and make the organization leaner and more agile. His ideas and design to improve the School's information capabilities became InfoPharm (now InfoPorte) software. InfoPorte offers at-your-fingertips information that is vital for management, and presents that information in an intuitive, point-and-click, easily understood framework. It creates a seamlessly integrated overlay on top of UNC's multiple stand-alone legacy enterprise systems that are based on incompatible technology platforms. This web-based overlay offers rapid access, without manual intervention, at a very low cost.

Unless properly managed through a governance and system management structure, there is risk of losing the potential benefits InfoPorte offers to UNC. If treated as just a software package and implemented in an uncoordinated manner, multiple incompatible versions will be created, adding yet another group of shadow systems to the already complicated mix of incompatible and divergent systems on campus, with resultant increases in overall development and maintenance cost. Even a single failed or no-value-add implementation of InfoPorte may seriously damage the acceptability of the system and result in loss of user enthusiasm. User resistance may cause the ERP project to drop this system despite its acknowledged potential to serve as an inexpensive departmental accounting/operational feature-rich supplement that ERP currently lacks.

The risk factors along with an iterative developmental philosophy make it essential that an InfoPorte governance structure be in place before it is implemented outside the UNC Eshelman School of Pharmacy. The governance consists of the leadership, organizational structures, and processes that ensure that the quality, fiduciary, and adaptability requirements are properly managed while the resources and assets are optimized, including applications, information, infrastructure and people.

It is recommended that, in order to continue to take advantage of the innovation and vision that created InfoPorte, Mike Patil chair a small group of representatives of potential major users of the system, such as Office of the Vice Chancellor for Research and Economics, School of Arts and Sciences, and School of Medicine to form a Team for InfoPorte Governance (TIG), reporting to the Office of the Provost. The scope of this TIG will be InfoPorte development and implementation. Since InfoPorte is designed under Software as a Service (SaaS) model, whereby a single code base is managed on a single server to ensure the code integrity and to avoid duplicative costs and efforts, the development and implementation will continue under the leadership of Mike Patil until the system and its environment reach a sufficient degree of maturity.

It is also recommended that system implementation be closely managed for the first few installations and governed by a phased release methodology to assure continuing success. Deployment strategy is recommended to start small and ramp up: 1) concentrate on a few small centers or institutions as a proof of concept, gain implementation experience, obtain data points for scalability, sizing in terms of efforts and time frames, and user feedback; 2) build on early success and adjust the system, make necessary changes, generate user enthusiasm to expand to the next level of schools; 3) collaborate to create a value proposition for bigger schools to team up together to make the system more accommodative to the special needs of the schools, and garner broader support.

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# InfoPorte Governance/System Management

## 1. InfoPorte Solution

InfoPorte was born out of a major pain point at the UNC Eshelman School of Pharmacy (SOP). SOP has been going through an unprecedented growth in faculty, graduate and professional students, and research grants. SOP wanted to adequately support this growth without a corresponding increase in its infrastructure cost. Mike Patil SOP undertook a major program to streamline and automate processes, redefine roles and responsibilities, restructure staff, and improve its information systems, and make the organization leaner and more agile. His ideas and design to improve the School's information capabilities became InfoPorte software.

For the faculty, staff, and administrators in SOP, InfoPorte software offers a simple, intuitive, point-and-click web-based portal that provides relevant and useful information and transaction management for financial, procurement, and human resource activities. It creates a seamlessly integrated overlay on top of UNC's multiple stand-alone legacy enterprise systems that are based on incompatible technology platforms. This web-based overlay offers rapid access, without manual intervention, at a very low cost.

InfoPorte offers at-your-fingertips information that is vital for management, and presents that information in an intuitive, point-and-click, easily understood framework. Research and education-related funds management has certain specific challenges related to personnel planning, resource acquisition, and accountability requirements. To meet those needs, InfoPorte offers proven and design tested ready-made interactive management tool that can be utilized with minimal training or customization.

## 2. InfoPorte Value Proposition

To enable faculty, staff, and administrators in institutions of higher learning in performance of their fiduciary duties related to research and education funds by providing the needed up-to-date information through a simple user interface inexpensively.

## 3. Demand Drivers for InfoPorte

Several demand-side factors at UNC may help InfoPorte to gain momentum:

- School/Department executives are coming under increasing pressure to invest in technologies that could improve decision making and operational efficiency, which in turn drive the top line and the bottom line.
- Faculty, in their role as fund managers, demand capabilities beyond traditional query, such as reporting and analytical functionality to leverage dashboards, scorecards and visualization.
- University's legacy systems are not sufficiently user-friendly to offer the busy and unsophisticated user a simple point-and-click solution.
- Schools are cash strapped and need simple and inexpensive solutions that do not require a substantial investment in IT.

## 4. InfoPorte Risk Factors

Unless managed properly, InfoPorte risks losing its utility and value to UNC. Below are some of the potential risks:

- 4.1 Treat It as an IT Solution, not Business:** Looking at InfoPorte as just a software package will help a school, but just marginally. For UNC, it will add another software package to the mix of many shadow

systems already installed. To fully achieve what InfoPorte is designed to do, the processes, staff roles, and operational structure must be a part of the InfoPorte implementation.

**4.2 Proliferation of Multiple Versions:** For InfoPorte to be considered as a complementary system and part of ERP implementation, there cannot be multiple versions of the system. Multiple versions of the software will make it very difficult and expensive to support post-PeopleSoft. Giving a carte blanche for the schools to implement this software without a prudently managed governance structure will result in multiple and possibly incompatible versions of the software that will be more expensive to maintain and will end up creating another layer of shadow systems.

**4.3 Loss of Acceptance from Failed Implementation:** Even a single failed or no-value-add implementation of InfoPorte may seriously damage the acceptability of the system and result in loss of user enthusiasm. User resistance may cause the ERP project to drop this system despite its tremendous potential to serve as an inexpensive departmental accounting/operational feature-rich supplement that ERP currently lacks. To mitigate this risk, system implementation must be closely managed for the first few installations and governed by a well-designed release methodology to assure continuing success.

**4.4 Harm to Reputation:** Accidental, mismanaged, or incompetent implementation also will irreparably harm the reputation of the system, resulting in a marketplace negative rating impacting the commercial prospects of this product, even if it is currently attracting investors and businessmen. This loss of market will be an unfortunate loss of a significant revenue for this product, and disastrous for any future UNC software products.

## 5. Developmental Philosophy of InfoPorte

InfoPorte uses a release strategy similar to the one that many product companies use to build their software. This agile development methodology entails continually improving software incrementally over a high number of releases, adding new functionality gradually over a period of time, rather than the "big project every few years" approach. Since business practices continually change, InfoPorte is designed to continually evolve.

With this developmental philosophy:

- Scope negotiation is easier. Since stakeholders know that there is always another release, they are more willing to defer scope that is not essential or critical to a future release.
- Software bloat is easier to avoid. Stakeholders tend to approve only those features that will deliver the highest business benefit.
- Requirements elicitation is continuous. Stakeholder requests can be captured as they arise; there is minimal need to ask users to explain their business all over again, perhaps to a different person, every one to four years.
- Resources can remain in place. With a smaller ongoing project, resources can remain intact and become a more productive team.
- Process improvements can be leveraged over a long period of time. In the initial stages of a new project, productivity is typically poor until the team establishes a regular rhythm.
- In a small but ongoing project, all aspects of the project can be improved incrementally based on iteration assessments.
- Tooling investments are maximized. Benefits of lifecycle management tools can be reaped over time, as a baseline of metrics and other project data, such as architectural blueprints, patterns, and mechanisms, are developed.

## 6. Governance Structure

The risk factors, along with an iterative developmental philosophy, make it essential that an InfoPorte governance structure be in place before the application is spread outside of the UNC Eshelman School of Pharmacy. The governance focuses on how to make decisions in a manner that is beneficial to the long-term common good of UNC. It consists of the leadership, organizational structures, and processes that ensure that this initiative sustains and extends UNC's strategies and objectives. The governance involves establishing lines of accountability as well as how decisions will be made and how success will be measured. Governance is essential to ensure that the quality, fiduciary, and adaptability requirements are properly managed while the resources and assets are optimized, including applications, information, infrastructure and people.

Major aspects of this governance are:

1. Participation- InfoPorte is a business initiative, not an IT initiative. In fact, InfoPorte was designed and developed based on a tight focus on what faculty and business operations needed, and is not designed or developed by IT
2. Scope of governance- agreement on which of the following should be in scope: development, implementation, user support, and enforcement of processes and roles
3. Decision-making framework- who should be the stakeholders and the role of SOP
4. Execution framework- roles and responsibilities to develop and implement InfoPorte
5. Deployment Strategy- phased deployment/roll-out plan

These aspects are discussed below:

**6.1 Participation** - Ensure a broad based participation, while continuing the leadership that developed InfoPorte. To continue to take advantage of the innovation and vision that created InfoPorte, Mike Patil chair a small group of representatives of potential major users of the system, such as Office of the Vice Chancellor for Research and Economics, School of Arts and Sciences, and School of Medicine to form a Team for InfoPorte Governance (TIG), reporting to the Office of the Provost. TIG role will be to ensure that InfoPorte continues to be developed and implemented to benefit the UNC community.

**6.2 Scope** - For InfoPorte to be introduced successfully to the campus, development and implementation must be managed by a single unit and thus in-scope. Process development, user roles and responsibilities, and related compliance are more localized and will be better managed by individual schools, and thus out-of-scope.

**6.3 Decision-making framework** - for InfoPorte to be an application that ERP can easily adapt as a departmental accounting system, its development and implementation must stay under one roof. Under the guidance of Office of the Provost, Mike Patil will chair the stakeholder's group, TIG, responsible to make strategic decisions on the direction and implementation of the system. Features, functionalities and day to day operational decisions will be driven by the Schools that have the system in "production".

**6.4 Execution framework** - InfoPorte is designed under a Software as a Service (SaaS) model, whereby a single code base is maintained and executed in one place (one server) and all of the installations in various schools can run against this code, while the databases of each installation are on their own server. Under this model just one entity manages all of the code and changes to it. To ensure the code integrity and to

avoid duplicative costs and efforts, the development and implementation leadership will be under Mike Patil as the chair of TIG, until the system and its environment is considered mature enough.

## 6.5 Deployment strategy -

- *Start Small*- concentrate on just a few small centers or institutions as a proof of concept, gain implementation experience, obtain data points for scalability, sizing in terms of efforts and time frames, and user feedback.
- *Build on Success*- adjust the system, make necessary changes, generate user enthusiasm to expand to the next level of schools.
- *Define/Focus on Core Competencies*- SOP continues to assume the responsibility for developing the software based on user feedback and a user group recommendations; distributing the support responsibilities amongst the schools.
- *Collaborate*- create value proposition for bigger schools to team up together to make the system more accommodative to the special needs of the schools, and garner broader support structure.

## 7. Information System Management

Even though these management aspects are currently addressed to the satisfaction of SOP, they must be developed and addressed by the Team for InfoPorte Governance (TIG) before any major system decision or implementation is undertaken. These aspects have a long term ramifications for success of both InfoPorte and PeopleSoft. This management is needed to ensure that development and deployment strategies are tightly aligned with those of the UNC business. InfoPorte application is about supporting the execution of business functions and processes, along with data and infrastructure components, such as hardware, the operating system, and middleware. To that extent all of those elements have to be addressed in a system management structure.

**7.1 Application Management** is about the overall handling, or management, of the application as it goes through its entire lifecycle. This lifecycle encompasses both the application development phases and Service Management activities, to deliver applications that are more operable and manageable.

**7.2 Application Development** is concerned with the activities needed to plan, design, and build an application that will ultimately be used by other parts of UNC to address common business requirements. This includes application acquisition through custom development, purchase, hosting, provisioning and any combination thereof, but not the deployment or ongoing daily management of the application.

**7.3 Service Management** focuses on the activities that are involved with the deployment, operation, support, and optimization of the application. The main objective is to ensure that the application, once built and deployed, can meet the Service Level that has been defined for it, including incidence management and problem management.

**7.4 Infrastructure Management** covers all aspects of infrastructure management from business requirements to the testing, installation, deployment and ongoing support and maintenance of the system components and services, including design and planning processes, deployment processes, operations processes, and technical support processes, including capacity management, availability management, and security management.

**7.5 Change Management** should be designed to meet user expectations on how the performance and use of the new or changed service can be used to enable business change and to integrate InfoPorte into their business processes and services. In trying to gain the user acceptance, this transition has to be done while minimizing variations in the predicted and actual performance of the system, errors, and risks from transitioning.

**7.6 Release Management** is about how software is managed when it is transforming from development to test to production; how it is registered, accepted, installed or withdrawn, including defining the type of review and approval required and the authority level necessary to give that approval.

## **8. Summary**

InfoPorte has tremendous potential to be the departmental computing system that UNC currently lacks. Given that PeopleSoft implementation will not address this particular capability, InfoPorte may be an inexpensive and easy solution to offer that capability as a part of the PeopleSoft implementation. However, to gain full advantage of InfoPorte and not lose its valuable potential contribution to UNC as a whole, the governance structure as well as information management system must be well established before any scattered and random implementations are attempted. Without any established system management aspects or governance, any major implementation of InfoPorte is likely to be mismanaged, one-off, and tremendously risky to InfoPorte acceptance and marketability.