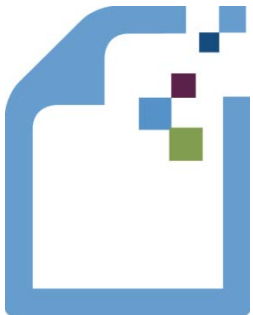**Laserfiche®**

Enterprise Document Management

Scaling a Higher Education Enterprise Electronic Content Management (ECM) System

EDUCAUSE2012
ANNUAL CONFERENCE

Presented by Texas A&M University System
Bob Hensz, Judith Lewis
November 9, 2012

About the Texas A&M University System

Judith Lewis

One of the largest systems of higher education in the nation

In the statewide network

- 11 universities
- Seven state agencies
- A comprehensive health science center

A&M System members

- Educate more than 120,000 students
- Reach another 22 million people through service each year
- Include more than 28,000 faculty and staff
- Has a physical presence in 250 of the state's 254 counties
- In 2011, externally funded research expenditures exceeded $780 million to help drive the state's economy
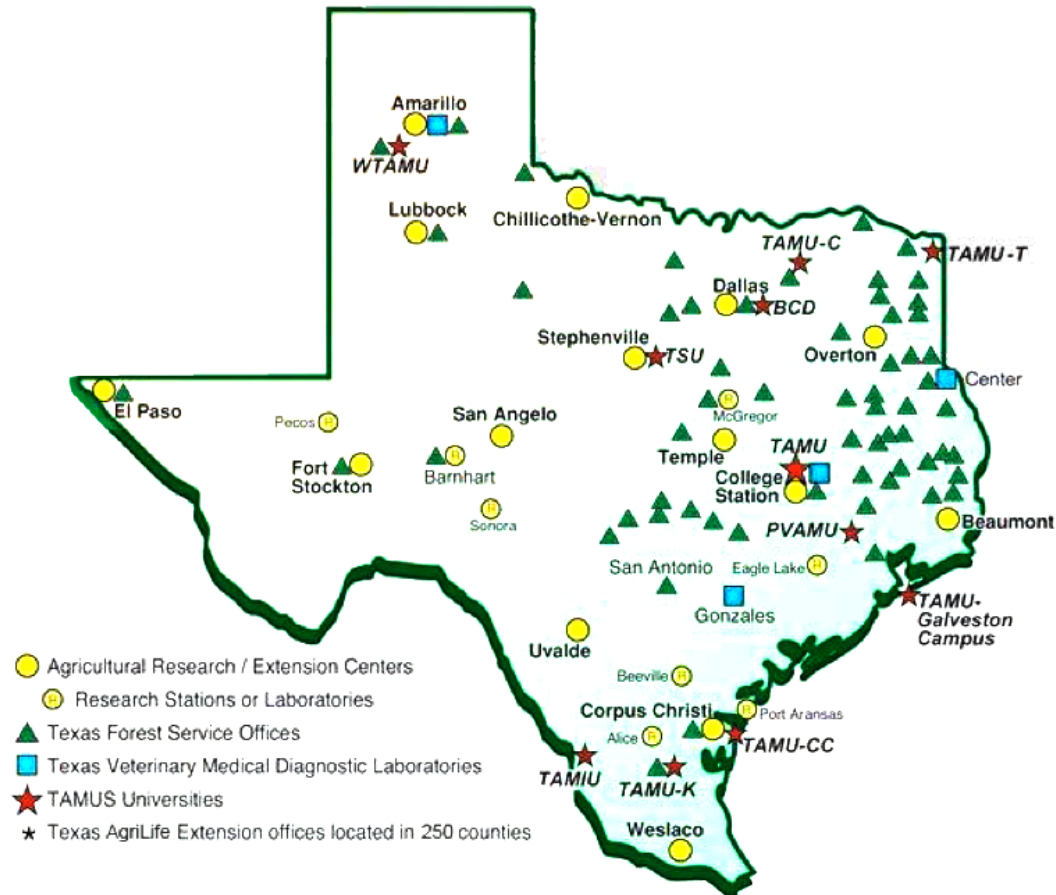
Texas A&M AgriLife

Bob Hensz

AgriLife's Organizational Structure

- Vice Chancellor of Agriculture
- College of Agriculture and Life Sciences
- 4 state agencies
- 85 major units and 250 County Offices

TEXAS A&M *Agri* LIFE
Teaching • Research • Extension • Service
Texas A&M System

Texas A&M AgriLife Locations

Bob Hensz

Texas A&M AgriLife

Bob Hensz

RFP and Implementation

- RFP in 2005
- RFP Team included IT, Economist, College Department and Agency personnel, and Purchasing
- Selection matrix: cost a major factor
- Implementation used same team, and added some additional personnel for testing
- Phased Implementation
  - Phase 1: basic installation, file structure and imaging
  - Phase 2: automation from main frame
  - Phase 3: workflow

Automation Examples

- Accounts Payable Data forms for purchase vouchers: printed, matches, and filed
- Payroll change forms: printed, overlay applied, metadata added, filed
- Purchase Orders, Printed, overlay applied, metadata added, placed in working folder
- Use of Inboxes: move a document from one unit to another instantly

Texas A&M AgriLife

Bob Hensz

ROI *(as of December 2010)*

- Overnight Mail: eliminated 58/week
- Copies: eliminated 23,335 copies per week, and eliminated copiers
- 5-Drawer File Cabinets: eliminated 158, over 1000 sq. ft. of space
- Rotary File cabinets: 21, about 344 sq. ft.
- Positions eliminated: 2 budgeted & 4 student workers in accounts payable
- Automation: saved over 8000 man hours/year for filing
- Automation: also saved printing of over 200,000 pages per year
- Volume of documents: over 14 Million pages, stack 2800 ft. high weighing over 80,000 pounds

ECM as a Shared Service

Judith Lewis

History

- Campus Document Management Committee

Vision

- Making institutional information secure and useful
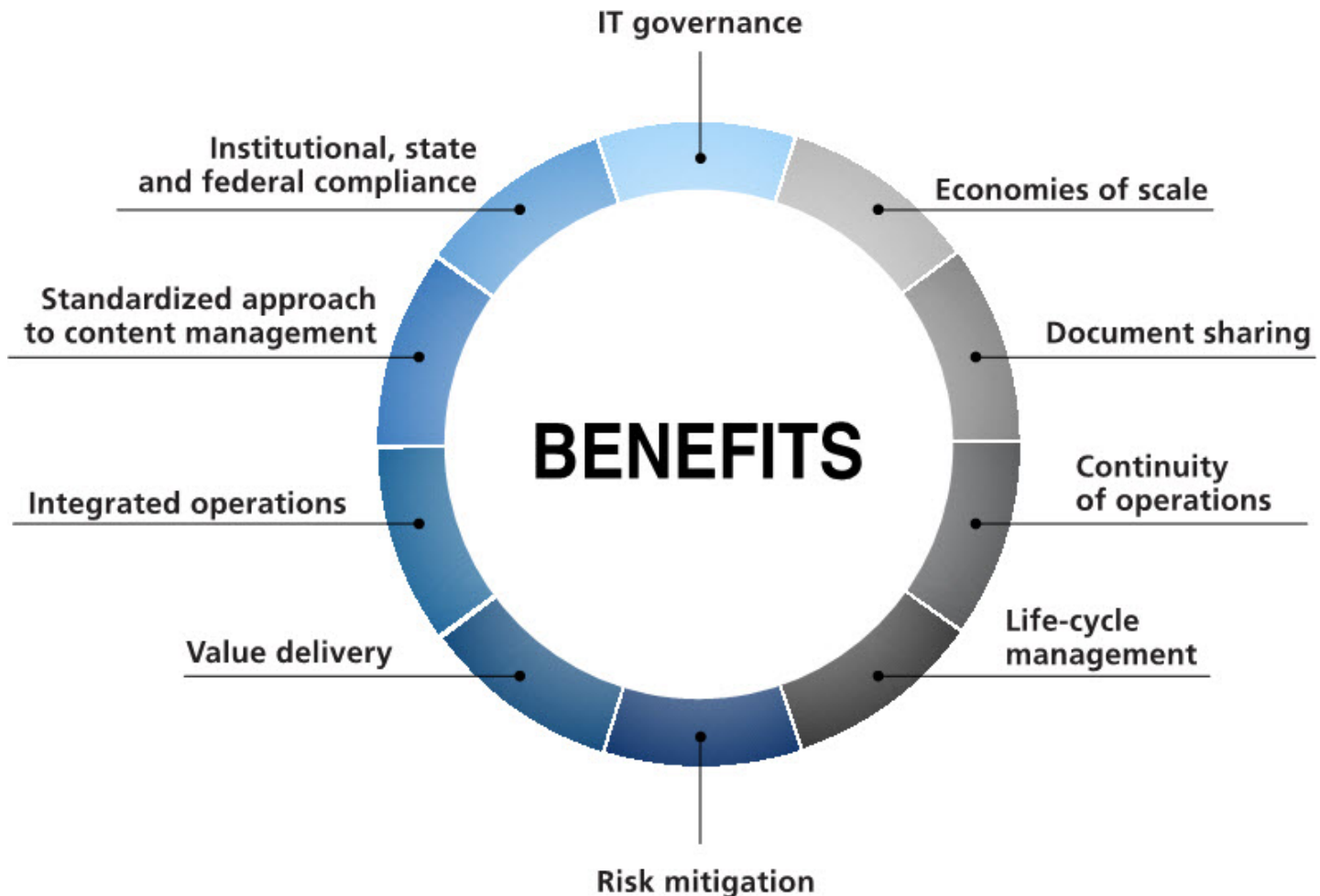
Goals

- Avoid software/hardware purchases at department level
- Reduce costs by eliminating redundant systems
- Enhance ability to share documents and workflows

TEXAS A&M UNIVERSITY

Benefits of a Shared Service ECM

Judith Lewis

Coburn's Qualitative Aspects of Scaling

Judith Lewis

Spread

- Conventional connotation of scaling (more units, more modules)

Depth

- Participative social interaction

Sustainability

- Underlying momentum taking hold

Shift

- Change in ownership

-- Coburn, C.E. (2003). Rethinking Scale: Moving beyond Numbers to Deep and Lasting Change. *Educational Researcher,* 32(6), 3-12.
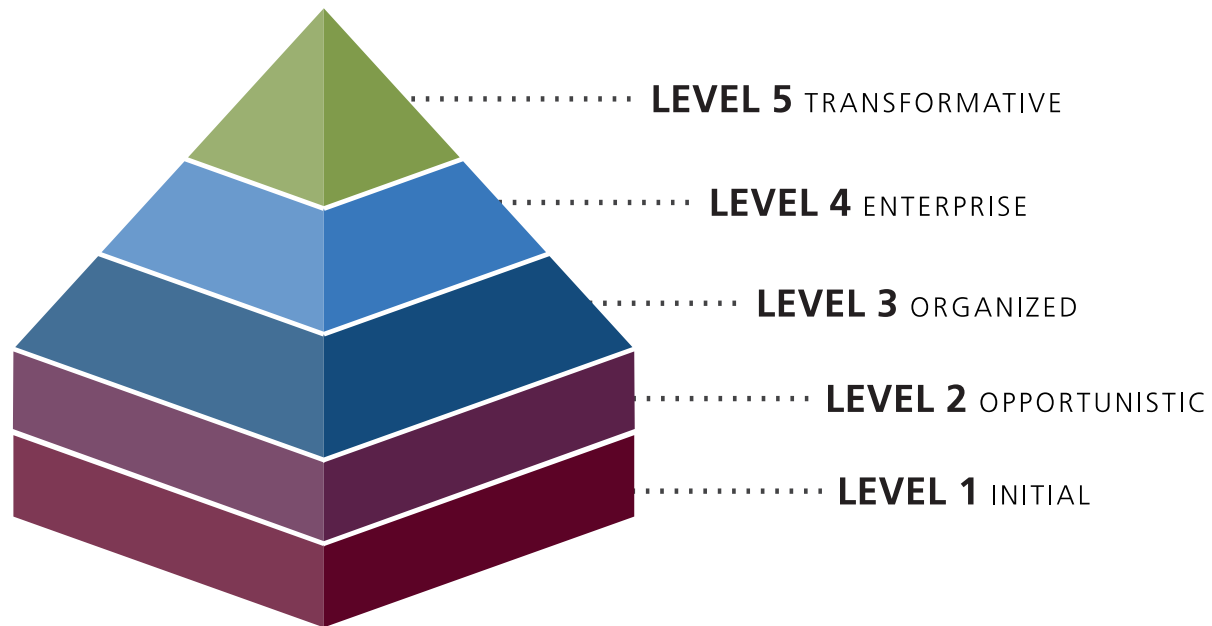
Vendor Maturity Model Approach

Judith Lewis

- ECM Maturity Model
  - Localize best practices
  - Standardize across the institution
  - Consolidate
  - Cost benefits realized
  - Continuous review for quality improvements

-- Laserfiche, (2010). *ECM Agility for Higher Educations: Harnessing Technology to Achieve Institutional Efficiency and Responsiveness.*

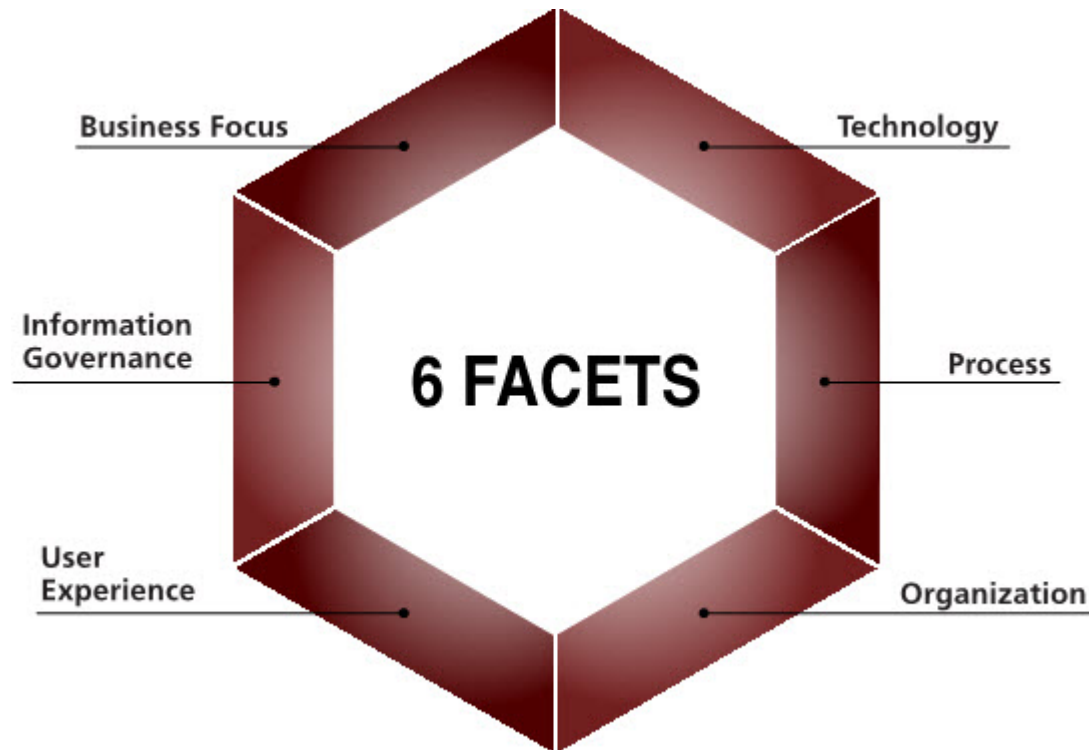# Leveraging an ECM Maturity Model Approach

Judith Lewis

Gartner's ECM Maturity Model: Five Levels

- **LEVEL 5** TRANSFORMATIVE
- **LEVEL 4** ENTERPRISE
- **LEVEL 3** ORGANIZED
- **LEVEL 2** OPPORTUNISTIC
- **LEVEL 1** INITIAL

-- Maturity Model for Enterprise Content Management, Gartner, 2011, ID # G00213197.

Gartner's Six Factors Maturity Model Approach

Judith Lewis

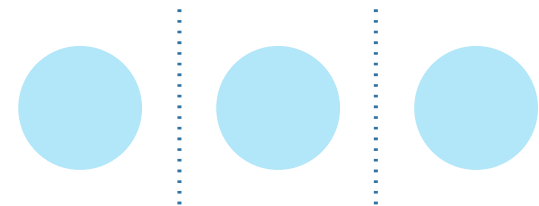-- Maturity Model for Enterprise Content Management, Gartner, 2011, ID # G00213197.

Level 1: Initial

Judith Lewis

Level 1 facets:

- Each installation a silo
- Multiple contracts with the same vendor
- Multiple vendors for the same service
- Multiple systems

Looking to the next level:

- Create an ECM program
- Establish IT governance to bridge information gaps

LEVEL 1 SEPARATE UNITS

Level 2: Opportunistic

Judith Lewis

Level 2 Facets:

- Use becomes part of business processes
- Opportunity to consolidate – Document Selection Committee (2009)

Looking to the next level:

- Itemize checklist of needed features and functions
- Consolidate vendors
- Choose ECM for strategic purposes
- Organize governance efforts into a steering committee
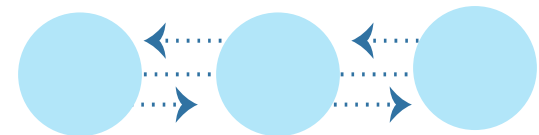
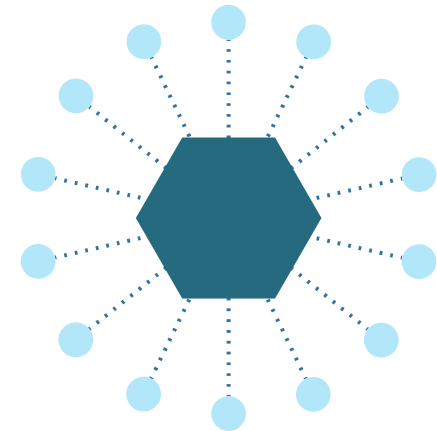**LEVEL 2** COMMUNICATION BETWEEN UNITS

Level 3: Organized

Judith Lewis

Level 3 Facets: Selection of Laserfiche (2010)

- Shared Services Initiative (2010)
- Steering Committee and Project Manager (2011)
- ECM team has long-range plan; but, organization still has multiple products and repositories

Looking to the next level:

- Report ECM progress regularly to build support (branding/communication effort)
- Survey organizational metadata schemas/requirements (training, education, collaboration)
- Work with colleagues to better align ECM and BPM by re-engineering processes (collaboration)

LEVEL 3 ESTABLISHING ORGANIZAION

Shared Service

Judith Lewis

Branding for Texas A&M Laserfiche

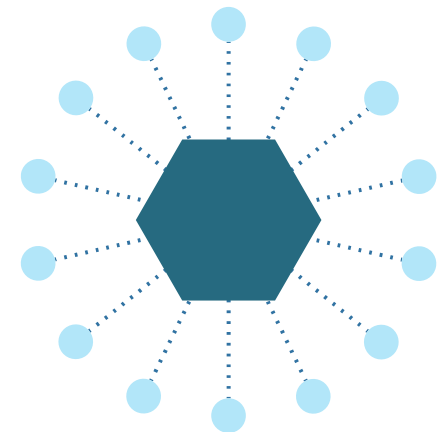*Judith Lewis*

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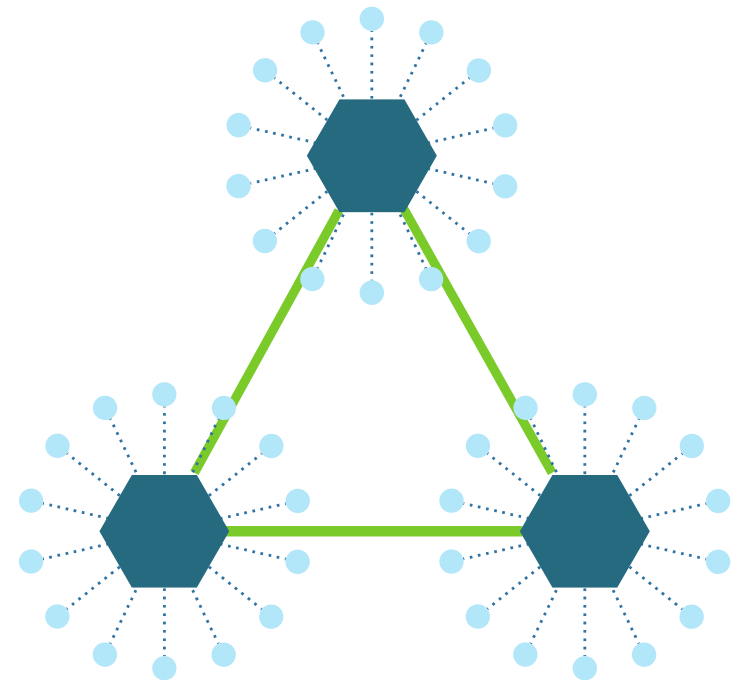
Level 4: Enterprise

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Level 4 Facets:

- Multi-server, Multi-User
- Metatagging is automated
- Better leverage of the Steering Committee for establish enterprise policies and practices
- ECM team consolidates overlapping projects

Looking to the next level:

- Goal of making the organization more agile: Look for ways to adopt new technologies and new sources of content
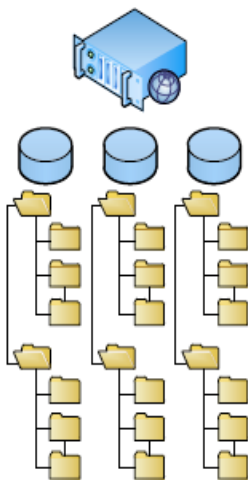

LEVEL 4 EXPANDING REACH

Enterprise Shared Service Model

Judith Lewis

Single Server to Multiple Servers

--Diagram provided courtesy of Laserfiche

Level 4: Enterprise

Judith Lewis

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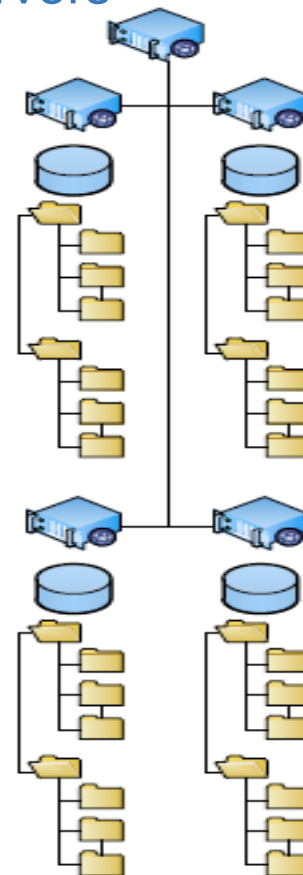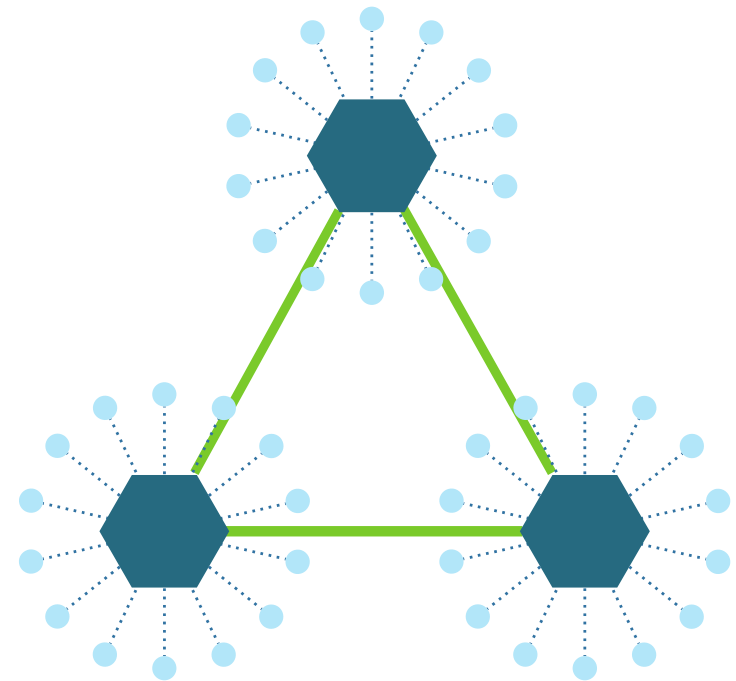

LEVEL 4 EXPANDING REACH

Level 5: Transformative

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Level 5 Facets:

- The organization uses ECM to change the way it does business
- Leveraging exemplar processes (ex. Contracts)

How to remain at the transformative level:

- Turn business and vendor partnerships into collaborations for future vision and planning (Master contract)

LEVEL 5 TRANSFORMING BUSINESS PRACTICES

Coburn's Aspects of Scaling

Judith Lewis

Spread (More units, More modules)

- Single server to multiple server implementations
- Five-year plan to scale the shared service initiative

Depth (Participation)

- Engagement/support of the shared service
- Success of the agency is tied to the success of the shared service

Sustainability (Momentum taking hold)

- Document Imaging Selection Committee decision
- Executive support
- CIS shared service focus on branding, training, collaboration, maturity model
- Steering Committee involvement
- User Community of Practice (in development)

Shift (Change in Ownership)

- Localized successes lead to shared adoption
- Spontaneous collaboration

-- Coburn, C.E. (2003).

Q & A:
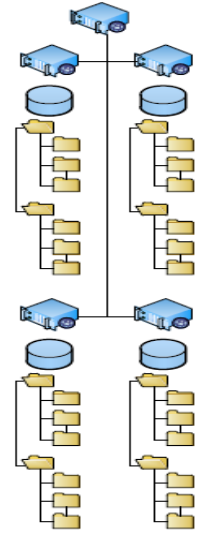
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Internal Management Review & Records Officer

Texas A&M AgriLife Risk & Compliance