### Request Details

<table>
<thead>
<tr>
<th><strong>Request Name</strong></th>
<th>Learning Management System Review and Evaluation (aka Next Generation LMS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Request Contact</strong></td>
<td>Name of person who will be available to respond to any questions regarding this request.</td>
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<tr>
<td></td>
<td>John Gohsman (on behalf of the TL Governance Committee since the interim Chair, Jen Stedelin, has left the institution).</td>
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<tr>
<td><strong>Request Submission Date</strong></td>
<td>4/7/2017</td>
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<tr>
<td><strong>Request Type</strong></td>
<td>funding</td>
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<tr>
<td><strong>Unit Leader Approval</strong></td>
<td>All requests must be reviewed with a Unit Leader (e.g. Dean, Vice Chancellor, etc.) prior to submission. List approver.</td>
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<tr>
<td></td>
<td>John Gohsman, Vice Chancellor for Information Technology and CIO</td>
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<tr>
<td><strong>Funding Request</strong></td>
<td>List the name of the unit funding this request. If this is not a unit funded request submitted for awareness, state ‘funding needed’.</td>
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<td>WashU IT</td>
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### Project Definition
### Problem Statement Summary
What problem is this project intended to resolve? Limit response to 100 words or less.

Washington University currently runs two academic learning management systems, Canvas and Blackboard. Canvas is used for the four-year M.D. program, while Blackboard is used by the Danforth schools and some Medical school departments. General feedback is that the Blackboard platform does not provide a consistent or valuable experience to faculty or students. Those that engage in other academic LMS platforms find them to be significantly more valuable.

### Proposed High-Level Solution
Provide a description of the project, objectives and desired results. Please note if the request scope is limited to a pilot or trial basis. Limit response to 100 words or less.

This proposal is to plan and coordinate the review and evaluation of replacement academic learning management systems, including course pilots. If successful, the next phase would be a project to implement the recommended solution.

### Alternatives Considered
Describe at least one alternative and why this alternative is not recommended (e.g., advantages/disadvantages) along with the impact to the university if this investment is not approved.

One alternative would be to use existing staff to coordinate and plan the review and evaluation. This has already been attempted and was not successful because of a lack of dedicated resources. Another alternative would be to do nothing; this would most likely result in a number of schools moving forward on their own, leading to higher costs and lower student satisfaction.

### Alignment to Strategy
Briefly describe how this request is aligned with Washington University, school, department or IT Governance Domain strategy.

Improving the academic learning management systems directly supports Washington University's mission of teaching and learning. Given the trend to leveraging technology in the educational mission, it is clear that a modern LMS will be an essential component to support progress.

### Desired Timing
5/1/2017
3/31/2018
Provide rationale for timing.

Rather than a “go-live” date, the end date will be the completion of a recommendation report to enable a future project to implement a new academic learning management system. Finalizing by the end of March will allow enough time to award a contract to a new LMS vendor and begin implementation for the fall 2018 semester. It is intended that the new LMS and existing Blackboard LMS will be run parallel for at least one semester.

**Other**
Provide any other information you believe is pertinent for the evaluation of this proposal.

Faculty input will be critical in evaluating LMS solutions. With this in mind, faculty will be enlisted in this evaluation and their input will drive recommendations going forward. Faculty and staff have been invited to participate in listening sessions, and will be invited to respond to several different surveys about the future academic learning management system. Faculty and staff were involved in the development of these surveys.

Faculty and staff will also be invited to select and pilot academic LMS platforms. The pilots will take place during the fall 2017 semester with assessment for both faculty and staff throughout the semester.

Key faculty groups will be invited to participate in the evaluation. Such groups include the Arts & Sciences Curriculum Committee and A&S Chairs and Program Directors (who will be asked to nominate faculty to participate in the evaluation) and other groups as identified by the professional schools.

A final report will be submitted in the spring 2018 semester with the results of the pilots and recommendations for next steps.

**Architectural Scoping Information**
To be completed by project technical liaison.

What changes are you proposing to introduce with this solution?
- What business processes will this solution modify?
- Which current applications will be modified or new applications introduced?
This will enhance WashU’s ability to deliver courses using technology. Blackboard is currently used by the Danforth campus schools; Physical Therapy is using Sharepoint to deliver its courses; and the four-year M.D. program is using Canvas.

Are there any regulatory issues? (HIPAA, ADA, etc.)

FERPA protected data exists inside the LMS; the LMS should comply with ADA standards.

Do the users have any unique requirements? Examples: mobile use, support for non-PC computers, disconnected data synchronization, etc.

Given students’ increasing reliance on mobile devices, the LMS should be able to deliver content to mobile devices and be device agnostic.

Will the project require access to be made available to clients outside WUSTL?

Yes, on occasion, guest lecturers will need access. Some executive education students do not currently use the WUSTL Key identity system.

Does the system create or capture information not already available in any other system?

Yes

*If yes, indicate information, business owner and the person responsible for data management.*

Faculty and staff create content.

Does the system require additional information from other systems or authoritative sources to operate?

Yes

*If yes, indicate information and system or authoritative source and suggest how this will be achieved.*

Enrollment in courses comes from the Student Information System. Several other systems provide data including WUCRSL and others. In the future, an early warning/retention system may be integrated.

Will the system provide information to other dependent applications?

Yes

*If yes, indicate information and dependent system*

Grades will be provided to the Student Information System.

Will the application data be sensitive to an internal or external audience or do you know the Security rating of the information?

FERPA data is housed in the system.

*If yes, what is the Security rating and why is it sensitive?*

Enter additional information here.
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>Will the project require any data modelling?</td>
<td>No</td>
</tr>
<tr>
<td>If yes, describe the modelling required.</td>
<td></td>
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<tr>
<td>Enter additional information here.</td>
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<tr>
<td>Will the project require system or application integration or impact any downstream systems?</td>
<td>Yes</td>
</tr>
<tr>
<td>If yes, indicate which systems and the integration required.</td>
<td></td>
</tr>
<tr>
<td>Student information system and other student systems</td>
<td></td>
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<tr>
<td>Which technologies are you planning to use? Are any of these not considered strategic?</td>
<td>TBD</td>
</tr>
<tr>
<td>List the technologies.</td>
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<td>Enter additional information here.</td>
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<tr>
<td>Will the project require the upgrade to an existing technology or standard used within WUSTL? For example the WUSTL University Desktop Environment?</td>
<td>No</td>
</tr>
<tr>
<td>If yes, describe.</td>
<td></td>
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<tr>
<td>Enter additional information here.</td>
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<tr>
<td>Will the project require changes to existing hardware infrastructure components or the addition of new hardware infrastructure components?</td>
<td>TBD but unlikely</td>
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<tr>
<td>If yes, provide more information.</td>
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<tr>
<td>Enter additional information here.</td>
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<tr>
<td>Where do you envision the application(s) will be hosted? Will any of the sites not be WUSTL data centers?</td>
<td>TBD, depends on the selected vendor but most LMS vendors have SaaS options available.</td>
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<tr>
<td>Provide a list of locations.</td>
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<tr>
<td>Enter additional information here.</td>
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<tr>
<td>Will the project create any network or bandwidth concerns, e.g. roll out to remote offices or clients?</td>
<td>TBD</td>
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<tr>
<td>If yes, detail the concern.</td>
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<tr>
<td>Enter additional information here.</td>
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</table>
### Architectural Alignment Findings
To be completed by Enterprise IT Architecture.

**Architecture Alignment Findings**
Choose an item.

**Conditions**
List conditions that must be met for project to proceed.
Enter conditions here.

### Stakeholders

**Sponsor(s) or Project Champion(s)**
List person(s) who will champion the effort (e.g., Dean, Vice Chancellor, etc.). If sponsors are not currently identified, state "no sponsors".  
TBD as an outcome of the process.

**Business Owner**
Indicate the unit that is responsible for the policy and process associated with the service. If no owner is currently identified, state 'no business owner'.
TBD as an outcome of the process.

**Beneficiary Communities**
What units and/or communities will be the primary beneficiaries (e.g., administrative, faculty, students, etc.) and/or consumers of the service? 
Faculty, students, WashU IT, Teaching Center, University Libraries, and school-based TLT support

**Service Provider**
Indicate the unit being recommended to run the resulting IT services.
WashU IT Enterprise applications and school and central office partners

If you need assistance with this form, please contact cio@wustl.edu and put “IT Capital Request” in the subject line.
# Information Technology Investment Request Form

## IT Implementer
Indicate the unit that is being recommended to manage the project and provide rationale for this decision.

WashU IT PMO and Enterprise Applications in partnership with school representatives and faculty.

Provide rationale here.

## Functional Group Implementer
Indicate the unit that is being recommended to manage the project and provide rationale for this decision.

NA

Provide rationale here.

## Technical Representative for Proposal
List the person who will serve as technical liaison for your project and provide any additional information needed.

Rooji Sugathan

Enter additional information here.

## Costs and Funding

### Upfront Costs
Provide a ballpark estimate of the total costs for this project. These are intended to be initial high-level estimates and it is expected they will be revised during the formal definition and planning phase.

120,000 for project management, business analysis, communication support, pilot license costs, and meeting facilitation over a 10 month period.

### First Year Service Costs
If this investment is for a new service with the intention to recover costs via recharge, provide an estimate for how much it will cost to operate the service in its first year. Note if a longer time frame is needed before full cost recovery is feasible.

No service costs – this is a planning project only. Future costs will be known after the vendor is selected.

### Additional Ongoing Costs
Provide an estimate of the total net increase in ongoing costs (if applicable) as a result of the project. These are intended to be initial high-level estimates and it's expected they will be revised during the formal definition and planning phase.

TBD

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If you need assistance with this form, please contact cio@wustl.edu and put “IT Capital Request” in the subject line.

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### Funding Model Assumption
Indicate the proposed funding model assumption based on consultation with the VC/CIO Office. Examples include Common Good, Community Good or Toll. Indicate all agreed upon commitments to funding by units to this proposal (especially needed for Community and Toll services). Indicate which units would benefit from the service.

Enter proposed funding model here.

### Benefits and Value
In the following section, complete only the fields that are applicable to your request. Some requests will have benefits in multiple areas.

#### Advances Mission
- **yes** [ ]
- **no** [ ]

Describe how this project will enhance teaching, learning, research or patient care at the university.

Enter description here.

#### Regulatory and Compliance
- **yes** [ ]
- **no** [ ]

Describe how this project is needed in order to maintain compliance with federal, state or local laws and/or regulations imposed by government agencies.

Enter description here.

#### Financial Benefits
- **yes** [ ]
- **no** [ ]

Describe any hard savings/cost reduction expected to be realized or revenue increase for the university.

Enter description here.

#### Improved Productivity
- **yes** [ ]
- **no** [ ]

Please estimate the amount of time that the implementation of the project will save per constituent group.

Enter estimate here.

#### Improved Competitive Advantage
- **yes** [ ]
- **no** [ ]
Describe how this project improves the university’s competitive advantage for recruitment and retention as compared to other institutions of higher education.

Enter description here.

**Risk Avoidance and Impact**

yes ☐ no ☐

Describe how this project will reduce or avoid the likelihood of risks and describe the risk impact. Consider financial and reputational risks such as non-compliance fees, loss in status, drop in rankings, etc.

Enter description here.