Content

- On-Going Strategic Initiatives, Processes

Strategic Initiatives, Processes

IT Governance has taken several strategic initiatives to alleviate some of the existing problems and build the foundation for a future state:

- IT Governance & Management Structure.
- IT Service Inventory Study; Service Categorization Study.
- Project Intake, Evaluation, Prioritization and Decision-Making.
- IT Policy Planning, Analysis, Evaluation and Drafting.
- IT Spend FY15-FY17.

2. IT Service Inventory Study

- Collected basic information about IT service instances across the entire campus.
- First time that a complete mapping of campus IT services was conducted.
- About 190 campus units reported information about 1,513 IT services.
- The study provided a comprehensive view of customer-facing IT services across our complex IT landscape.
3. IT Service Categorization Study

Objectives:

- Clarify, categorize, organize the IT Service Inventory data to enable meaningful analysis of the campus IT service portfolio in subsequent phases.
- Map service instances as reported in the IT Service Inventory Study to the defined categories.

Services were categorized into 90 generic service categories.

Major findings (next slides)
## IT Services By Function

### Table: IT Services By Function

<table>
<thead>
<tr>
<th>Function</th>
<th>% of Services</th>
<th>Number of Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching and Learning</td>
<td>24.7%</td>
<td>357.1</td>
</tr>
<tr>
<td>Research</td>
<td>32%</td>
<td>462.2</td>
</tr>
<tr>
<td>Administration</td>
<td>34%</td>
<td>490.9</td>
</tr>
<tr>
<td>Outreach</td>
<td>9.2%</td>
<td>132.8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
<td><strong>1443</strong></td>
</tr>
</tbody>
</table>
## IT FTEs By Function

<table>
<thead>
<tr>
<th>Function</th>
<th>% FTE Count</th>
<th>Number of FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching and Learning</td>
<td>24.5%</td>
<td>331.2</td>
</tr>
<tr>
<td>Research</td>
<td>26.7%</td>
<td>360.1</td>
</tr>
<tr>
<td>Administration</td>
<td>36.5%</td>
<td>491.9</td>
</tr>
<tr>
<td>Outreach</td>
<td>12.3%</td>
<td>166.2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
<td><strong>1349.4</strong></td>
</tr>
</tbody>
</table>
One Div/Dept
4. Project Intake, Evaluation, Prioritization and Decision-Making

- Review, evaluate IT proposals through IT Governance; Decision-making process.

- Objectives:
  - Rationalization; Prioritization; Minimize duplications and redundancies; Assess impact on IT infrastructure/resources capacities;
  - Encourage innovation
5. IT Policy Planning, Analysis, Evaluation and Drafting

- Manage, support and guide the activities of IT Governance as they relate to:
  - Creating new IT policies;
  - Revising/terminating existing policies.
- Ensure that policies are necessary and appropriate, and that their development is collaborative and transparent.
- Work with other UW-Madison partners to ensure that their policies are consistent with and support IT policies and vice versa.
### IT Spend: FY15 Summary

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Salary &amp; Fringe Expense</td>
<td>$119.4 million</td>
</tr>
<tr>
<td>IT Non-Salary Expense</td>
<td>$69.8 million</td>
</tr>
<tr>
<td>Total IT Expense</td>
<td>$174.0 million</td>
</tr>
<tr>
<td>Total DoIT Expenses</td>
<td>$47.4 million *</td>
</tr>
<tr>
<td>Total All Other IT Expenses</td>
<td>$126.6 million</td>
</tr>
</tbody>
</table>

* Represents de-duplicated count. Actual DoIT expenses were $98.7 million when considering serving both UW-Madison and UW System, of which $27.6 million is spent serving UW System.
IT Spend

FY15 IT EXPENSES

- Non-Salary 37%
- Salary 63%

CENTRAL/DISTRIBUTED

- All Other 73%
- DoIT 27%
7. IT Funding/Business Model

- **Divisional IT Funding:**
  1. Multiple IT funding sources: Fund 101, other sources/funds.
  2. 101 allocations to divisions: Not ear-marked for IT.

- **DoIT Cost Recovery Policy:**
  1. Fees for IT services provided by DoIT to campus units. (Based on hourly rates. Example: $67, $78, $87, $94, $97.)
  2. Chargeback assessments to campus units:
     - For campus IT licenses and shared campus IT systems.
     - For Common System Operations such as Service Center, Shared Financial Systems (SFS), etc.
     - Chargebacks/fees for services that DoIT provides to UW-System/other UW schools.
Consequences of Cost Recovery Policy

1. Prioritization: Some of DoIT IT services are based on affordability:
   Impediment for effective campus-wide strategy, for service-oriented culture.
2. Inefficiencies: Duplicated, redundant services; little incentive for service consolidation.
3. Inequities.
4. Transparency, trust, collaboration and partnership issues.
VISION:

- Position the University of Wisconsin-Madison to realize strategic mission goals through a coordinated and innovative set of campus IT services.
- Design and operate an efficient data-oriented and interoperable IT infrastructure focused on delivering service-oriented outcomes.
Toward a Campus-Wide IT Vision & Strategy - 2018-2023

Strategic Goals to Achieve the Vision:

1. Shift to Service-Centric Focus/Culture.
2. Effective, Optimized Campus Service Portfolio.
3. Cloud Services Strategy; Hybrid Deployment/Platform Model.
4. Adapt IT Campus Organizations to become Brokers of Services.
5. Enhance Information Sharing, Analytics and Data to Allow Campus IT Stakeholders to Make more Data-Driven Decisions.
7. Create a New Campus IT Funding Model.
1. Shift to Service-Centric Focus/Culture

- Focus on the provision of services rather than on the technology and applications behind those services. End-user/customer-centric approach.

- Focus on the **value** that IT services provide. Align services with institutional missions and strategic objectives. The goal is to increase the service’s value.


- Institutional view of IT across campus:
  - IT community - central, distributed - works together to support the mission of the University in the most effective way.
Need for rationalization/optimization:
- Over 1,500 reported services; 90 Generic Service Categories.

What is rationalization?
Examination of why there are many services in a given category.

Objectives, value of rationalization:
- Reducing redundancies and duplication; standardization of tools.
- Doing things in a “more common, institutionally consistent way;” greater integration; Freeing-up resources to “do things better,” “do things we were unable to do before.”
- Strategic prioritization of IT services across campus.
Progress toward a service-centric future requires the development of a cloud services strategy.

Offer opportunities for value-adding features such as scalability, flexibility, reliability, and uptime that are hard to provide on premises.

The increasing adoption of cloud technologies and services is a major force driving higher education IT into the service-centric future, creating an environment that fosters focus on the value provided by services instead of focusing on technology upgrades and migrations.
4. Adapting IT to Become the Broker of Services

- The role of the internal IT organization is evolving from a mere deliverer of technology to become the broker to the business of all IT-based services through definition of user needs and management of services.

- Shifting to a broker of services model requires four elements:
  - IT brokering function
  - Cloud Center of Excellence (or: Cloud Group)
  - Hybrid deployment/platform model
  - Campus-wide service Catalog
Hybrid deployment/platform model:
• Blending traditional IT services, on-premises data center operations, public cloud services into a consistent offering.

Cloud services are **DRIVERS and ENABLES** of:
• Shift to service-centric focus/culture.
• Adapting IT to become the broker of services.

Campus-Wide Service Catalog.
5. Data-Oriented Institutional Culture

- Enhance information sharing, analytics and data to allow campus IT stakeholders to make more data-driven decisions.
- Using BI and analytics to inform the broad conversation and answer “big” questions.
- Implement effective institutional data management and governance practices.
6. Information Security

- Manage cybersecurity risk to ensure minimal impact of threats and vulnerabilities.
- Develop a risk-based security strategy that keeps pace with security threats and challenges.
7. IT Funding/Business Model

- Critical examination of the current IT funding model.
- Does the current funding model:
  - Facilitate a shift from the current state to a desired state?
  - Provide the right incentives for promoting decisions that are effective and optimal from the point of view of the campus as a whole?
  - Promote strategic prioritization of IT services across campus, aligned with the campus missions and objectives?
  - Provide IT services to all campus units on an equitable basis?