ITC Vision for Campus IT: 2018-2023

February 28, 2018

Content

- **On-Going Strategic Initiatives, Processes**

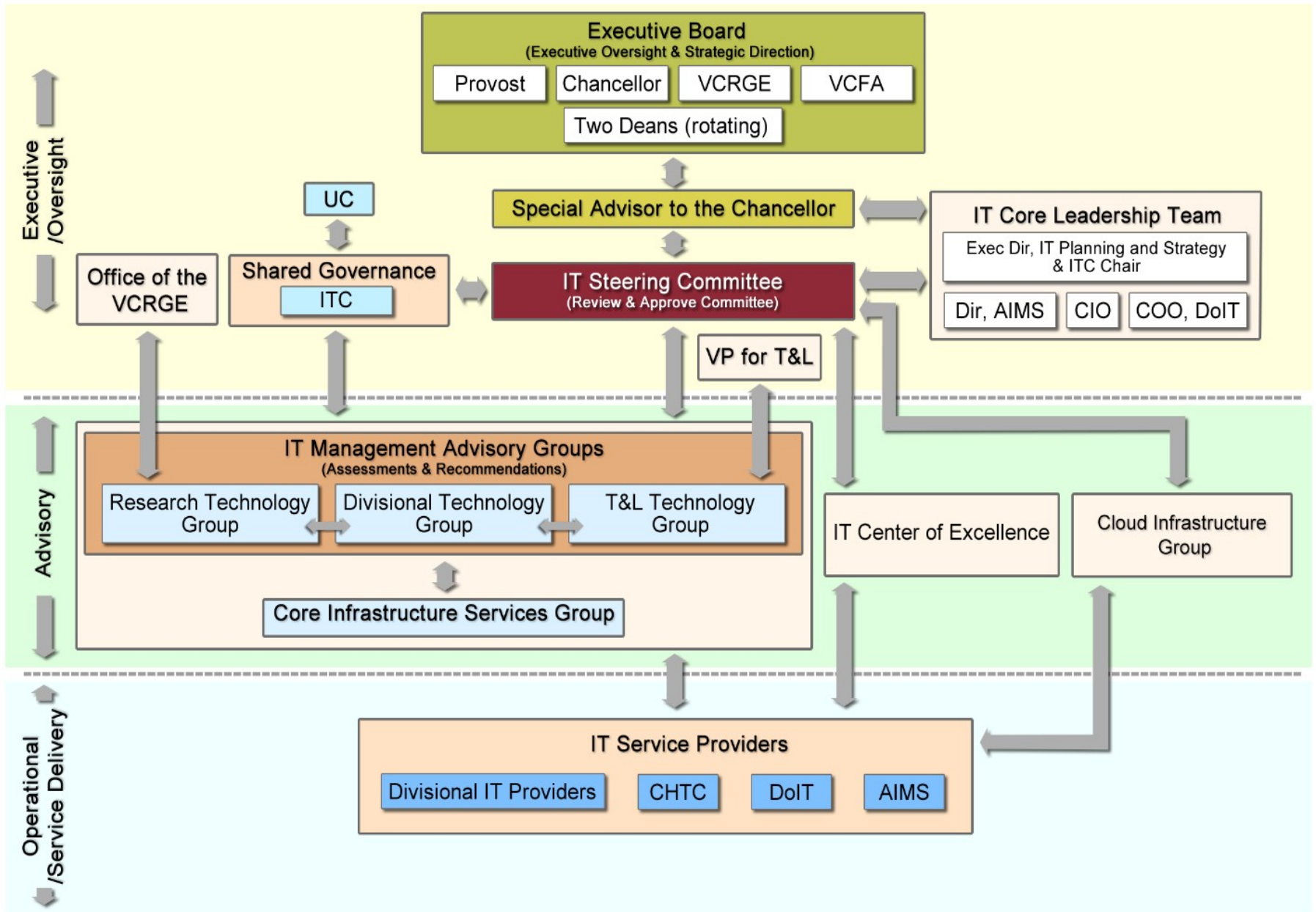- **ITC Vision for Campus IT Vision -2018-2023: Desired/Future State**

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.

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➤ IT Spend FY15-FY17

IT GOVERNANCE AND MANAGEMENT STRUCTURE

Executive /Oversight

Executive Board
(Executive Oversight & Strategic Direction)

Provost	Chancellor	VCRGE	VCFA

Two Deans (rotating)

UC

Special Advisor to the Chancellor

IT Core Leadership Team

Exec Dir, IT Planning and Strategy & ITC Chair

Dir, AIMS	CIO	COO, DoIT

Office of the VCRGE

Shared Governance

ITC

IT Steering Committee
(Review & Approve Committee)

VP for T&L

Advisory

IT Management Advisory Groups
(Assessments & Recommendations)

Research Technology Group	Divisional Technology Group	T&L Technology Group

Core Infrastructure Services Group

IT Center of Excellence

Cloud Infrastructure Group

Operational /Service Delivery

IT Service Providers

Divisional IT Providers	CHTC	DoIT	AIMS

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.**

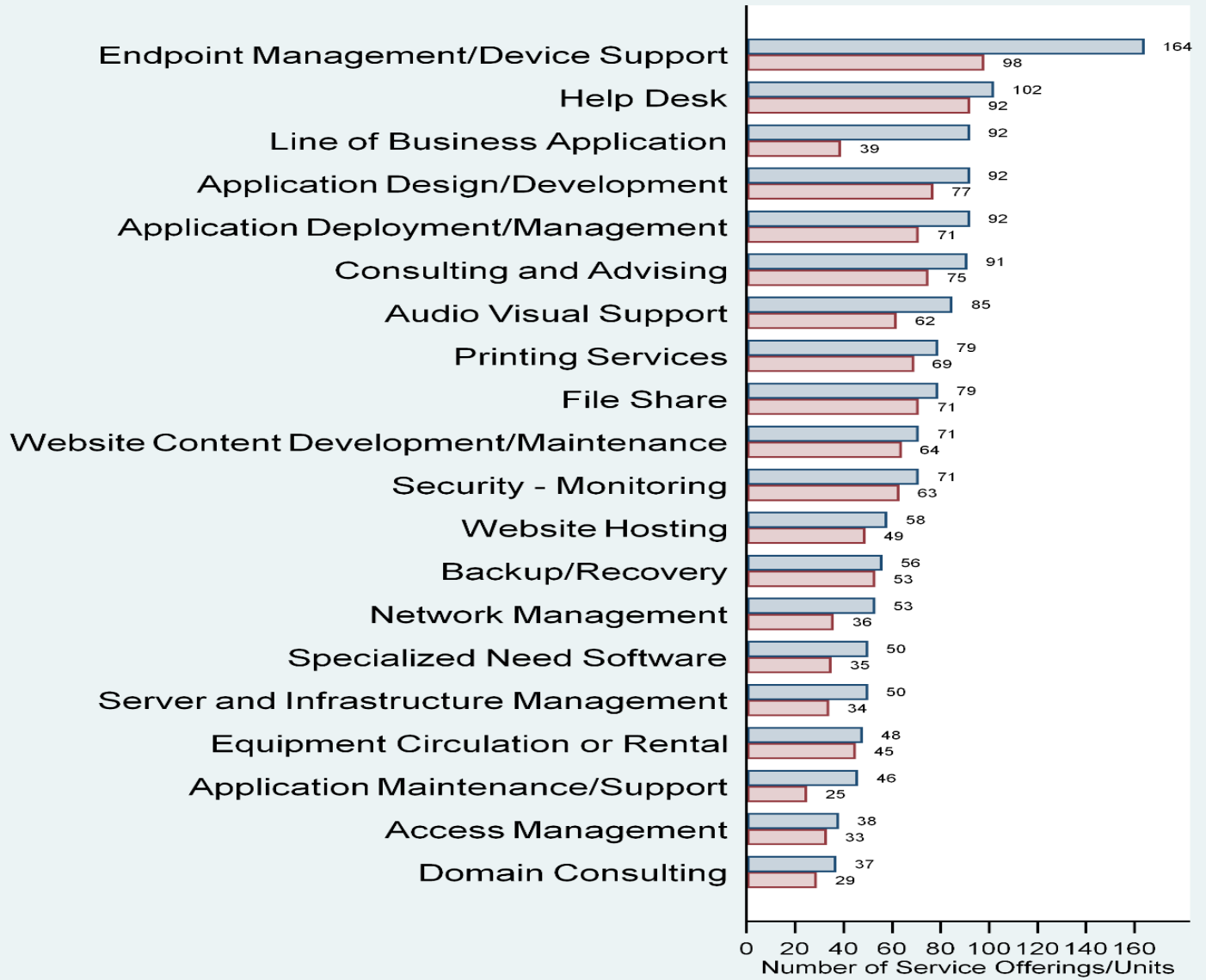# 3. IT Service Categorization Study

➢ **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.**

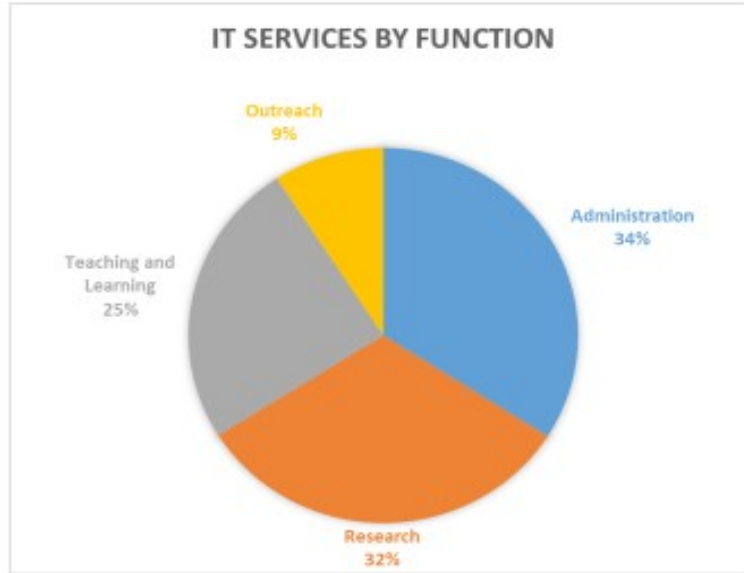➢ **Services were categorized into 90 generic service categories.**

➢ **Major findings (next slides)**

Number of Service Offerings and Units Providing
20 Most Common Generic Services

Service	Service Offerings	Units Providing Service
Endpoint Management/Device Support	164	98
Help Desk	102	92
Line of Business Application	92	39
Application Design/Development	92	77
Application Deployment/Management	92	71
Consulting and Advising	91	75
Audio Visual Support	85	62
Printing Services	79	69
File Share	79	71
Website Content Development/Maintenance	71	64
Security – Monitoring	71	63
Website Hosting	58	49
Backup/Recovery	56	53
Network Management	53	36
Specialized Need Software	50	35
Server and Infrastructure Management	50	34
Equipment Circulation or Rental	48	45
Application Maintenance/Support	46	25
Access Management	38	33
Domain Consulting	37	29

Number of Service Offerings/Units

Service Offerings   Units Providing Service

IT Services By Function

Function	% of Services	Number of Services
Teaching and Learning	24.7%	357.1
Research	32%	462.2
Administration	34%	490.9
Outreach	9.2%	132.8
TOTAL	100%	1443

IT FTEs By Function
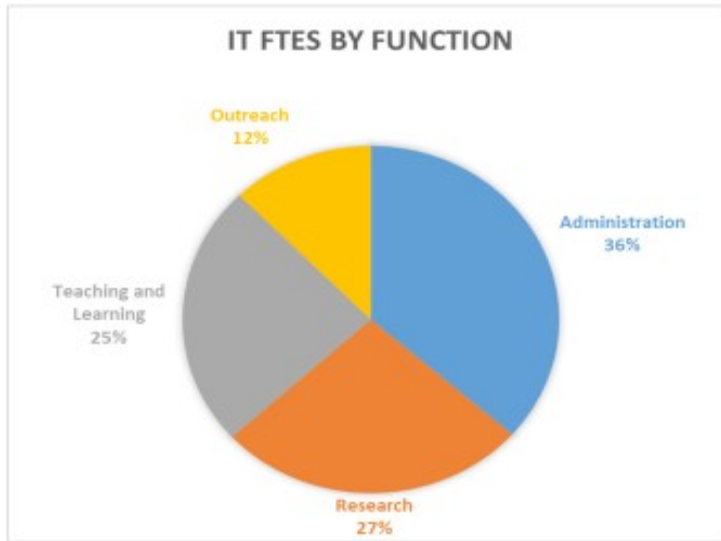
Function	% FTE Count	Number of FTEs
Teaching and Learning	24.5%	331.2
Research	26.7%	360.1
Administration	36.5%	491.9
Outreach	12.3%	166.2
TOTAL	100%	1349.4

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

➢ **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.

6. IT Spend

IT Spend: FY15 Summary	
IT Salary & Fringe Expense	$119.4 million
IT Non-Salary Expense	$69.8 million
Total IT Expense	$174.0 million
Total DoIT Expenses	$47.4 million *
Total All Other IT Expenses	$126.6 million
* 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%
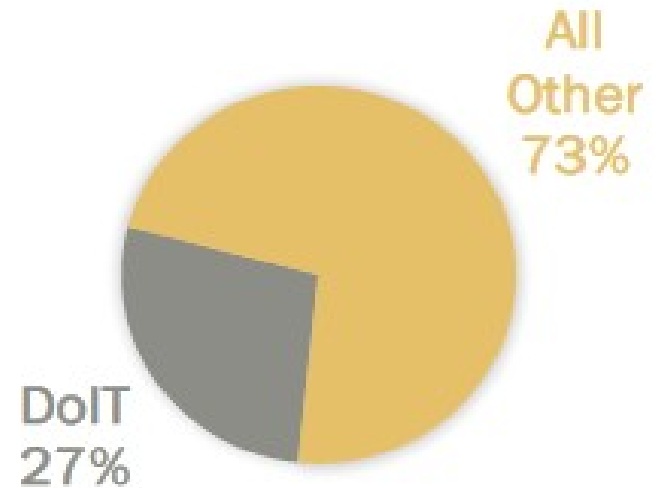
7.   IT Funding/Business Model

➢ **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**

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**.

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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.**

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.
6. Manage Cybersecurity Risk to Ensure Minimal Impact of Threats
    and Vulnerabilities.

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.**

➢ **Mission-driven performance metrics - in business, outcome- and value-oriented, not technical, terms.**

➢ **Institutional view of IT across campus:**

  • **IT community – central, distributed – works together 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.**

3. Cloud Services Strategy; Hybrid deployment/platform model

➢ **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.

➢ **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?**

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