

Strategic Pathways Information Technology

DRAFT IMPLEMENTATION PLAN

Challenge: Information technology is an essential utility for all academic and administrative functions. The wide area network and enterprise applications (e.g., Banner) are managed by Statewide. The campuses manage their local area networks, selected applications, training and helpdesk services. Many campus IT employees are in decentralized units. Our annual expense for IT is \$65M: \$19M at SW and \$46M on the campuses (of which \$10M is on restricted funds.)

Charge: Review options that result in standardized enterprise and other applications, outsourcing and transition to the cloud.

Goal: Reduce operating cost by a minimum of 20%, implement continuous process improvement for additional cost reduction.

Direction:

- 1. Reduce embedded IT personnel in operating units (with partial exception of those on restricted funds)**

ACTION: October 2016 -February 2017

- A. Request current IT personnel list from IR identifying those positions classified in an IT Job Family (Requested on 9/20 and provided by IR on 9/29)
- B. Work with campus CIOs, Vice Chancellors and Provosts to analyze those positions, identify actual work being done and identify those positions appropriate for transition by February.
- C. Work with campus CIOs, Vice Chancellors and Provosts to establish transition plans for embedded personnel.
 - a. ...to remain in current unit
 - b. ...central or shared service IT unit
 - c. ...to other positions
 - d. ...to other organizations outside of UA
 - e. ...other?
- D. Work with campus CIOs to establish plan for service to those units losing embedded IT personnel.

Note: With impending UA wide reductions in the area of 10-15%, many units may already be looking to eliminate or reduce embedded IT staff, relying on use of campus central IT units. While this may reduce the number of IT personnel, one should not expect that all IT

services will be continued, but that efficiencies of economies of scale will be leveraged to provide services more efficiently.

The second challenge is that this action will take time. It will be necessary to evaluate each embedded position and work with leadership and departments on campus to do the analysis of actual job function prior to any move or reduction.

2. Identify and Analyze Central v Decentral IT Spend for accounting accuracy to adequately inform cost reduction mandate.

ACTION:

- A. Institutional Research, Finance and CIOs examine data in detail and categorize IT spend by personnel v non-personnel, purchase area, academic v administrative, and so on.

Note: This will require an iterative data clean up process with IR, IT, and Finance which has already begun.

- a. SW set up meeting with Finance to get clarification regarding recharge type expenditures (including 3223 UACN Network Services) to avoid double counting and assure accurate accounting
- b. Campuses-review expenditures in account codes to identify distributed costs that may not be IT related. (e.g. Elevator maintenance contracts)
- c. SW/UAA - figure out why there is a negative amount in FY15 recharge fund category.

3. Establish IT governance council, chaired by UA CITO

ACTION:

- A. With charter approved by President--Summit Team feedback incorporated, near final charter transmitted to President on 9/22
- B. Finalize membership with President Johnsen, and send letters of appointment to IT Council members by 10/28
- C. Hold First IT Council meeting by Nov 15
 - a. Establish operating guidelines
 - b. Discuss and establish Level 2 Committees
 - c. Begin work on mandate:
 - i. To prioritize services
 - ii. Reduce unrestricted costs 20% (~\$11M)
 - iii. Seek economies of scale
 - iv. Outsourcing
 - v. Cloud Services