INFORMATION
TECHNOLOGIES

Effectiveness and Efficiencies Effort
Main & Branch Campuses

Regents Finance & Facilities Committee
02/07/2017

Duane Arruti, Interim CIO
Brian Pietrewicz, Interim Deputy CIO
Goal of E & E Efforts

• We are working to *adapt* the recommendations from Technology Integration Group to align technology resources and efforts supporting the Education, Research and Administrative needs of the University of New Mexico, in an effective and efficient manner.

  • Leverage existing expertise and knowledge
  • Ensure common and differentiated service needs are met
  • Ensure transparency, communication, accountability, responsibility, appropriate representation, and active support of the entire community

Foster positive change in the spirit of “Do No Harm”
Consulting Engagements

  - Ownership and Governance
  - Business Model
  - Fiscal Model
  - Standards/Service Level Agreements

- Technology Integration Group (April 2016– Sep 2016)
  - Centralize Core IT Services
    - Information Technology Officers
    - Centralized reporting structure, embedded service delivery
  - Merge Extended Learning IT with UNM IT Classroom Technologies
  - Centralize Helpdesk and Ticketing Systems
  - Establish Campus Representation in IT Governance
  - Establish Service Level Agreements
  - Institute New Funding Model
  - Centralize Key IT Expenses
  - Reduce Management Layers
  - Evaluate and Incorporate Outsourcing Opportunities
KSA Proposed IT Business Model

- Enterprise – IT services that are provided exclusively via a central entity
- Center – IT services provided by independent units to university components with shared needs
- Component – provided by colleges, departments or other university components
- Distributed – provided by individuals, work teams, or other less formal entities

Also – Incremental and Supplemental
KSA Proposed Funding Model

• University Funded – funded via institutional allocation
• User Fee – charges based on formula or algorithm
• Direct – charges to cover cost of providing service
• Sponsored – funded by special purpose or restricted
  sources that constrain the nature or type of IT acquired
**TIG Fiscal Comparison**

Total UNM Main Campus IT Spending (central and distributed) per Main Campus institutional FTE compared to Other Institutions’ Central IT spending
Fiscal Comparison Addendum

**Total UNM Main Campus Central IT Spending** per Main Campus institutional FTE compared to **Other Institutions’ Central IT spending** as a percentage of institutional expenses.
## UNM Technology Position Analysis (as of Sept, 2016)

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<th>Branch, College, School, Administrative Unit</th>
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<th>Total Salary</th>
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Effectiveness & Efficiencies
High Level Action Plan (Updated 2/7/2017)

Socialize Report
- Technical Groups
- Admin Groups
- Academic Leadership
- Administrative Leadership
- College/School/Admin
- VP for Research
- Town Halls
- Discussion Forum

Interim Team

Identify Initial Management/Structure Layer for UNM
- Solid Line to IT
- Dotted Line to Current Area
- Service delivery status quo
- Look for early opportunities

Convene IT Governance
- Charter
- Task force for funding

Announce Management Team and Implement Management Reporting Lines

Identify Staffing / Structure Layers for UNM
- Skills Survey
- Process Review & Alignment
- KPIs & Benchmarking
- Specialized Needs
- Embedded Placement

Implement Staff Reporting Lines
Effectiveness & Efficiencies Timeline
(Version 2.0)

- 9/22/2016 Budget Town Hall
- 9/9/2016 Report Released
- 9/1/2016 Interim CIO & Deputy Named
- 10/11/2016 Town Hall #2
- 10/15/2016 Establish Communication Plan
- 10/5/2016 Town Hall #1
- 11/1/2016 IT Internal/Phase 1 Campus Structure Changes Initial IT Officer Designation
- 12/01/2016 Charter IT Governance & Funding Review
- 3/31/2017 IT Phase 2 Campus Structure Changes Additional IT Officer Designation
- 3/31/2017 IT Vision, Mission & Strategic Plan
- 6/30/2017 FY 18 Funding Model and Reporting Structure in Place
- 6/30/2017 Identify Opportunities for Outsourcing

9/1/2016 – 11/1/2016 Campus-Wide Communication & Feedback

11/1/2016 – 6/30/2017 Cross-Campus Efficiencies Work
IT Vision, Mission & Strategic Plan Development
IT Funding Model Development/Implementation
Detailed Milestones (TBD)

* Dates altered from original timeline
Information Technology Officer

• Coordinates the administration of information technology (IT) services for one or more designated areas of the University.

• Serves as the technology manager for the designated area(s) and is responsible for fulfilling area-specific requirements and priorities while working with campus-wide IT resources to ensure effective and efficient solutions.

• Advocates the area’s strategic initiatives and differentiated needs within the UNM information technology service framework while ensuring appropriate use of institutional resources.

• The ITO has a solid reporting line through UNM IT and a dotted reporting line to leadership in the area(s) they represent.
Effectiveness and Efficiencies
Management Structure

Executive VP for Administration

Chief Information Officer

Director
IT Finance

Director
Human Resources Administration

Director
Administrative Support

Associate Director
Community Programs & Strategic Initiatives

Deputy CIO
IT Infrastructure

Director
Campus Outreach & Engagement (Dotted Line to Provost)

Director
Academic Technologies (Dotted Line to Provost)

Information Security Officer

Director
Enterprise Applications

Director
Process & Quality Management
Effectiveness and Efficiencies
Management Structure (Continued)

Some Level of Consolidation is Appropriate

Extended Learning IT and UNM IT Classroom Technologies Merger Underway
Effectiveness and Efficiencies
Management Structure (Continued)
Effectiveness and Efficiencies
Governance and Advisory Structure

IT Governance Council

- Academic Advisory Board
- Research Advisory Board
- Administrative Advisory Board
- IT Funding Committee
Strategic Planning

• Working with UNM HR Employee and Organizational Development
• Working with Education Advisory Board
• Inclusive of UNM IT Leadership, Advisory Committee Representatives, and general campus input
• Retreat being planned for March 9, 2017
• Anticipated strategic plan review date March 31st
IT Funding Committee Review

- Review of campus FY15 and FY16 IT spend to establish baseline, pooled IT budget
- Reviewed report of employees in technology positions, confirmed groups to remain distributed based on TIG recommendations
- Identification of software licensing
- Review of opportunities to simplify funding model
  - Banner Tax
  - Departmental/Course IT fees
  - Eliminate chargeback for enterprise services
- Other Discussions
  - Central workstation purchasing/refresh process for faculty/staff
  - IT purchase review/approval process
Technical Initiatives and Accomplishments

• Approach:
  • Worked directly with ITOs to identify pain points and priorities
• Operations and Service Desk Tool
• Secure data storage solution
• End user device management
• Datacenter consolidation
Operations and Service Desk

• Migration to central service desk tool
  • Allows for streamlined operations
    • Single service desk
    • Route tickets to all IT personnel
    • Single contact point for support
  • College of Fine Arts migrated to central IT service desk tool.
    • Migration of other units in progress

• First Contact Resolution
  • Reduced escalated calls from 70% to 30% for a single service
  • Eliminated 3500 days of wait time for end users
  • Working to implement FCR on all major services
Secure Data Storage

- No existing secure data storage service
- Anderson School of Management has completed a proof-of-concept for securely storing FERPA data.
  - Service and training will be available within the next month or so
  - Technical controls will need to be accompanied by appropriate operational controls to be effective
- Expanding the service to include HIPAA and PII in the near future
- Expanding use cases in the near future
End User Device Management

• ISS has completed a proof-of-concept using UNM IT’s Microsoft management tools to manage windows devices.
  • HR, Finance, and multiple other units are in the processes of onboarding
• Extended Learning and College of Fine Arts will start a proof of concept using UNM IT’s Mac management tools in the next month.
• Financial Services is working on inventory and procurement process that should substantially reduce overall costs of end user devices
• Virtual Desktop Infrastructure (VDI) and remote support tools are next
Datacenter, Server and Storage Consolidation

• Financial services is consolidating servers storage and licensing to Central IT which results in $100k cost avoidance in FY 17
• College of Fine Art moved Servers and 25TB of storage to the IT Datacenter results in $20k cost avoidance in FY 17
• Several other units are interested in consolidation due to removal of Fee for Service
• LoboCloud allows for automated deployment of services in minutes
Synergies

• Operations and Central Service Desk Tools
  • Integrated operations allow full use of skills across campus, pooling of resources for improved efficiency and expertise
  • Enables First Contact Resolution greatly reducing customer wait times and cost of operations.
  • Single point of contact for customer support reducing confusion for endusers

• Datacenter and server consolidation
  • Take advantage of economies of scale
  • Eliminate duplication of services
  • Automated operations reduces operational costs
  • Reduce cost for backups and disaster recovery
Synergies Continued

• End user device support
  • Take advantage of centralized automation tools
  • Shared knowledge and resources across UNM

• General
  • Pooled resources based on skill set
  • Elimination of duplication
  • Shared knowledge and resources
Outsourcing Opportunities

• UNM outsources at least $3.3M in services to 37 vendors
• Major outsourced services include:
  • Microsoft O365
  • NEC telecommunication
  • Talent Management Services
  • Touchnet Payment Services
  • SciQuest eProcurement Services
• As part of our E & E efforts, we will continue to evaluate the return on investment of outsourcing opportunities
Resources

- [http://cio.unm.edu/it-effectiveness/index.html](http://cio.unm.edu/it-effectiveness/index.html)
- Discussion and Feedback Forum
- Supporting Documents
- Other Related Information
THANK YOU!

QUESTIONS?