Committee Members Present:
Joseph Alcala, Maureen Binder, Craig Froehlich, Ozlem Garibay, Joel Hartman, Paul Jarley, Jeff Jones, Felicia Kendall, Aaron Streimish, Michael Sink, Robert Taft

Committee Members Absent:
Tom Cavanagh, Maribeth Ehasz, Michael Johnson, Jeffrey Moore, Thad Seymour

Others Present:
David Pavlonnis
Paul Lartonoix
Robert Reed
Craig Finley

Chair Paul Jarley opened the retreat at 2:00 p.m.

Welcome
Paul welcomed the group and remarked that the upcoming presentation will show where UCF IT is currently and where its challenges and opportunities lie.

UCF IT Organizational Structure and Frameworks
Michael Sink reported that UCF IT is organized around five major service areas;

1. IT Strategy and Planning
2. Application Services
3. Infrastructure Services
4. End User Support Services
5. Telecommunications Services

UCF IT employee headcount is 260 (252 full time) with the majority focused on support services. The Gartner metric is the ratio of support persons to devices. The current UCF IT ratio is over 300 to 1 with a goal of bringing it down to under 200 to 1. The UCF Downtown ratio will be 250 to 1. The university staff that have merged into UCF IT have mainly been deskside support.

UCF IT is organized around ITIL, which is a set of detailed practices for IT services management and delivery that focuses on aligning IT services with the needs of the business. UCF IT also utilizes Gartner’s Run/Grow/Transform concept for resource allocation. The majoring of UCF IT budget is devoted to Run.
IT Budget
Joel presented that UCF IT’s E&G budget expense for fiscal year 2018 was $19,749,074, 91 percent of which is in fixed costs such as salaries and maintenance. The overall university IT spend was $76,826,944 with salaries as the largest percentage and software as the second highest.

Between 2009 to 2019, the UCF IT E&G budget increased by approximately $2,000,000. However, the university has grown far more than that percentage-wise.

If we are going to move from Run to Transform, we must look to institutions that have been successful and plan accordingly. Comparative data were shared showing how UCF stacks up against other of the US News Top Ten Most Innovative Universities (we’re at the bottom).

Key Projects and Priorities
Aaron Streimish demonstrated how UCF IT is aligning IT projects with institutional priorities. Two thirds of current work directly or indirectly supports the collective impact strategic plan. UCF IT is allocating resources in the right areas, but data also showing projects taking longer to complete because demand is increasing much more rapidly than available resources.

IT2020: Progress at Year Three
Craig Finley from RMS reported that UCF IT continues to show progress in meeting the original goals and he offered opportunities for improvement such as budgeting for fully supported core IT services.

Increasing the Strategic Value of IT Through TBM
Alan Stevens reported that UCF IT is moving from a process-optimizing organization to a service-optimizing organization which maximizes stakeholder experiences. UCF IT seeks to report IT costs by service such as cost per email and cost per database. Technology business management is an open source framework for IT-business alignment and will have standardize costs available across multiple universities, so comparisons can be made. TBM recasts general ledger expenses as IT services so costs can be reported at every level.

It was noted that UCF IT is implementing TBM now with a goal of year-end definition of all IT costs. Service definition would be the next step. This process leverages the investment with ServiceNow which has a TMB module. Financial data from PeopleSoft and IT service management data from ServiceNow is assisting in this organizational shift.

Discussion
The question of how much can be expected of UCF IT to support the demand of custom applications and custom environments was raised. As the scale is beyond the capacities of standard IT support, building standardized frameworks of data bases, operating systems and
platforms will assist in meeting the demand. In the future, customizations may require a fee structure. Future cloud availability will also assist in addressing IT support demand.

The question of how much is UCF IT expected to support was raised. It was agreed by the committee that UCF IT support needs to be considered during all requests for new IT projects. Currently UCF IT is expected to absorb all support costs. The question of supporting the right projects was raised and whether if charging fees would moderate demand.

UCF IT is (under) funded to provide core services. Above and beyond these services, it was suggested that colleges and departments should provide additional resources to support their unique projects.

It was recommended for the committee to find an opportune time to present to new interim president Seymour with suggestions for university business practices going forward, with a stronger emphasis on IT support. IT needs to be part of the university budget conversation due to rapid growth and increasing demand for services. Core IT services should receive adequate off-the-top funding.

A motion was made, seconded and passed that the committee make a written recommendation that UCF allocate sufficient funding to fully support all core IT services. UCF IT was tasked to bring budgetary numbers to the May meeting for consideration.

The meeting adjourned at 3:59 p.m.

Submitted by Debbie Pease

Membership lists, agendas and minutes for the IT Strategic Governance Committee and the IT Professionals Committee can be found at: http://itr.ucf.edu/IT2020.