IT2020 - A Look Ahead

November 10, 2015
What is IT2020?

- An institution-wide IT shared services initiative
- The creation of UCF IT, a new structure that blends central and distributed IT resources
- An opportunity to take a more strategic, efficient, and effective approach to IT service delivery
What McGladrey Reported

- Excessive duplication and redundancy in campus-wide IT resources and personnel
- IT spending higher than benchmarks
- IT spend not always aligned to institutional strategies and goals
IT Delivery Models & Shared Services

IT Shared Services is an industry-accepted practice that marries the benefits of Centralized and Decentralized IT delivery; however, this “hybrid” model must be carefully managed to avoid adverse impact to the organization.

Universities are more commonly using a Hybrid delivery model approach for IT, but must recognize that a defined balance between models must be established to achieve the desired results.

### Hybrid Delivery Scale

**Too Far Left:**
- Lack of standardization and control
- Duplicated resources & efforts
- Challenges managing overall cost and risk

**Too Far Right:**
- Reduced flexibility
- Disconnection between IT & org.
- Challenged meeting strategic needs

### Shared Services

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<th>Decentralized Challenges</th>
<th>Benefits</th>
<th>Centralized Challenges</th>
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<td>Disparate processes</td>
<td>Responsive to business needs</td>
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<td>Multiple standards</td>
<td>Business and operations control decisions</td>
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<td>Duplication of effort</td>
<td>Customized solutions to meet specific needs</td>
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<td>Varying levels of control</td>
<td>Customer focused</td>
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<td>Higher costs and increased difficulty managing costs</td>
<td>Accountability driven</td>
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<td>Not scalable</td>
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<td>Improved transparency</td>
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**Benefits**
- Common systems and support
- Consistent standards and control
- Improved control over costs and spend
- Economies of scale

**Challenges**
- Remote from business
- Less flexibility
- Less visibility into efforts
- Viewed as central overhead
- Prevalence of shadow operations
Current State Observations

- IT is primarily delivered and managed through a decentralized (localized) model, where colleges and departments are individually responsible for hiring IT staff and pursuing priorities.

- Smaller presence of a centralized IT function (accounting for only 29% of total IT staff).

- Limited University wide policy or standards that establish a common understanding on “who is doing what” in the realm of IT (default to local responsibility).

- Shared Services was launched to achieve improved cost and performance efficiencies through economies of scale.

- Limited success in gaining adoption of Shared Services, which has prevented the University from realizing those efficiencies.

![Division of IT Staff at UCF](image)
IT2020 Goals

- IT project portfolio driven by university strategic goals and prioritized by institution-level metrics; more closely align IT capabilities with needs

- Improve UCF (IT) business operations, efficiency, and effectiveness

- Bottom-to-top IT career ladder with associated classification and compensation plan; increased professional development and career opportunities
Strategy Articulation Map

VISION
To be innovative, effective, and efficient in service delivery of enterprise information technology solutions for the UCF community

MISSION
To ensure that UCF makes the best possible decisions on advancing the use of information technology

VALUES
- Excellence
- Innovation
- Integrity
- Leadership

Customer Oriented Highly Capable Standards Aligned Collaborative Innovative Collegial Environment Value Based

Objectives
- Innovate by combining current capabilities in new ways and by discovering or creating new services
- Hire, develop, and retain highly qualified and innovative IT professionals
- Deliver outstanding service aligned to the needs of our customers
- Provide reliable, scalable and secure services that support UCF's mission and goals
- Effectively and efficiently provide services that maximize value for UCF
- Collaboratively develop and implement IT strategies and standards

Draft
Here’s why top employees leave their jobs – and how they find new ones

Jun 26, 2015, 6:30am EDT
Carla Caldwell
Atlanta Business Chronicle

The majority of employees who quit their jobs in the past 12 months left due to a lack of opportunities for growth, according to a new survey by Randstad US.

Salary was the No. 2 reason, followed by poor leadership at No. 3.

The survey is aimed at minimizing employee turnover in the current competitive market for top talent, the Atlanta-based staffing and human resources organization said.

Here are a few trends revealed in Randstad’s Employer Branding Survey:

- A lack of career path, not salary, is the number one reason employees leave their jobs.

Employees who have left their jobs in the past 12 months cite lack of career growth opportunities (26 percent) as the primary reason for leaving a company, followed by low compensation (23 percent) and poor leadership (19 percent).

- Facebook, not LinkedIn, is the number one social media tool used for job searches.

Forty-two percent of respondents use social-
New Framework: UCF IT

IT Governance

Shared Services

Security
- Information Security Office
  - Incident Response
  - Compliance & Risk Management
  - Identity & Access Management
  - Security Awareness & Training

Service Management
- IT Strategy & Planning
  - Relationship Management
  - Innovation, Strategy & Service Design
  - Portfolio Management & Planning
  - Performance Management & Governance

Service Delivery
- IT Operations
  - Application Development & Administration
  - Data Center Services
  - Network & Communication Services

Service Delivery
- End User Support
  - Service Desk
  - Desktop Support
  - Student Computer Labs
  - Retail Sales
  - Institutional Sales

Budgeting
- Financial Management
  - Budget & Financial Planning
  - Accounts Payable
  - Accounts Receivable
  - Reporting & Reconciliation
An Example

- servicenow

- 7 X 24 X 365 Service Desk