CURRENT STATE

Statewide information technology (**IT**) support at UI is provided through 140+ hard-working employees both inside and outside Information Technology Services (**ITS**). Decision making and budgets are decentralized, leading to challenges in coordinating efforts to achieve UI's priorities in our very complex environment. This situation has evolved over time for a multitude of reasons.

Changing the model for IT support will help UI in many ways.

IT and ITS

- Roughly 50-50 split in tech employees between ITS and units/colleges, likely more without tech titles

- "The Cloud" has blurred the lines of tradition ITS support

- ITS has many statewide responsibilities

Decentralized Decisions

- Prioritization often done from a unit rather than an institutional perspective

- Often "first in, first out"

- Based on budget available to a unit

- Many duplicative solutions

Budgets

- ITS funded for operations, not new projects or infrastructure replacements

- "Rich versus poor" departments create technology gaps

- Many purchases with on-going obligations are made through one-time funds

Coordination

- Extremely complex technology, security and compliance environments

- ITS often involved late, slowing down or stopping projects

- Limited communication between unit technology teams

WHY CHANGE IT SUPPORT NOW?

FEEDBACK, TRENDS AND BEST PRACTICES

Internal

- Improve level, consistency and speed of support

- Manage growing security and compliance requirements

- Manage high expectations of technology support

- Manage risks & minimize duplication

- Improve institutional prioritization of resources

- Focus resources on strategic value

- Balance maintaining needed systems with implementing new

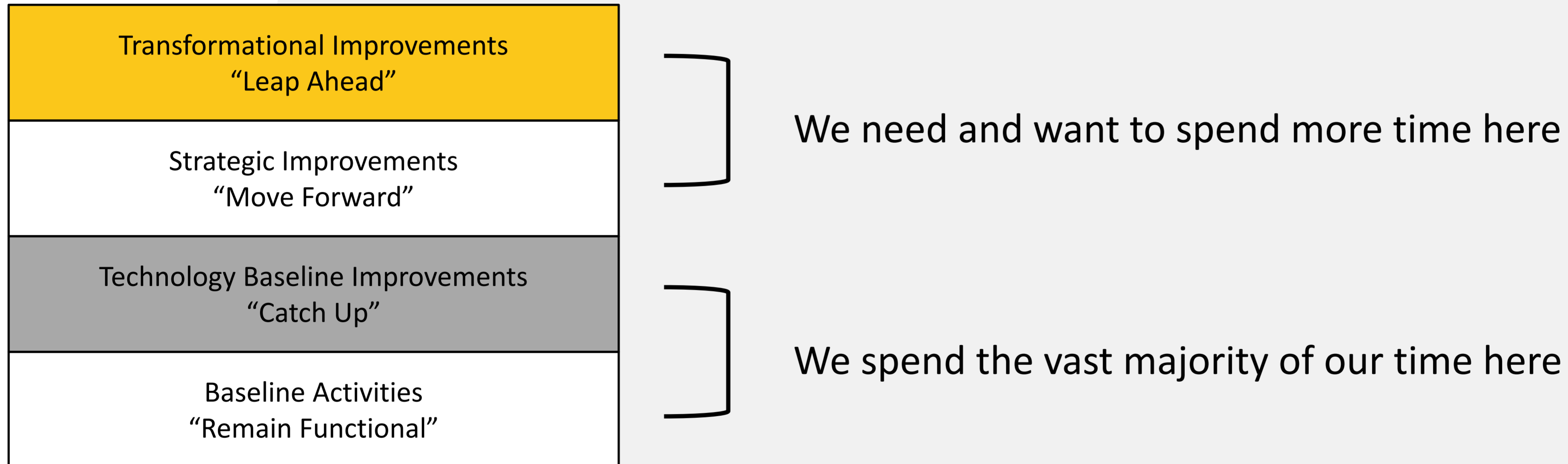- Balance current budget situation with institutional needs

External

- Continue to address Governor's 2015 and 2016 executive orders on cybersecurity

- Recognize potential impact of centralized IT for State agencies as of July 2018

- Recognize potential impact of centralized purchasing for many technologies as of August 2018

- Prepare for possible outcomes of SBOE's focus on "systemness"

LAYERS OF IT EFFORTS

USING OUR RESOURCES

Transformational Improvements "Leap Ahead"
Strategic Improvements "Move Forward"
Technology Baseline Improvements "Catch Up"
Baseline Activities "Remain Functional"

We need and want to spend more time here

We spend the vast majority of our time here

With limited and finite resources, how are we going to move forward?

MOVING FORWARD

IMPLEMENTING "BEST USE"

Transformational Improvements "Leap Ahead"	
Strategic Improvements "Move Forward"	Operational & Resource Utilization Improvements "Best Use"
Technology Baseline Improvements "Catch Up"	
Baseline Activities "Remain Functional"	

Best Use

- We need to do <u>more</u> than just continuous improvement on ITS processes and procedures

- "Best use" means optimizing how we use UI's available financial and personnel resources <u>without</u> adding any additional cost or requiring more resources

- Focusing on "best use" <u>now</u> will provide more resources for moving forward and leaping ahead

COMPONENTS OF "BEST USE"

SIX SEPARATE BUT RELATED EFFORTS APPROVED AND MOVING FORWARD

Leap Ahead	IT Governance & Prioritization
Move Forward	Annual IT Security Training for All Employees
	Common Work Management System for IT Employees
Catch Up	Central End User Technology Procurement and License Management
Remain Functional	Central Device Management
	IT Personnel and Risk Study

COMPONENTS OF "BEST USE"

IT GOVERNANCE & PRIORITIZATION

Leap Ahead	**IT Governance & Prioritization**
Move Forward	Annual IT Security Training for All Employees
	Common Work Management System for IT Employees
Catch Up	Central End User Technology Procurement and License Management
	Central Device Management
Remain Functional	IT Personnel and Risk Study

Why

- Maximize the chances of project success by aligning all necessary resources for project completion

- Ensure institutional resources are working on the highest priority initiatives and to be transparent on those priorities
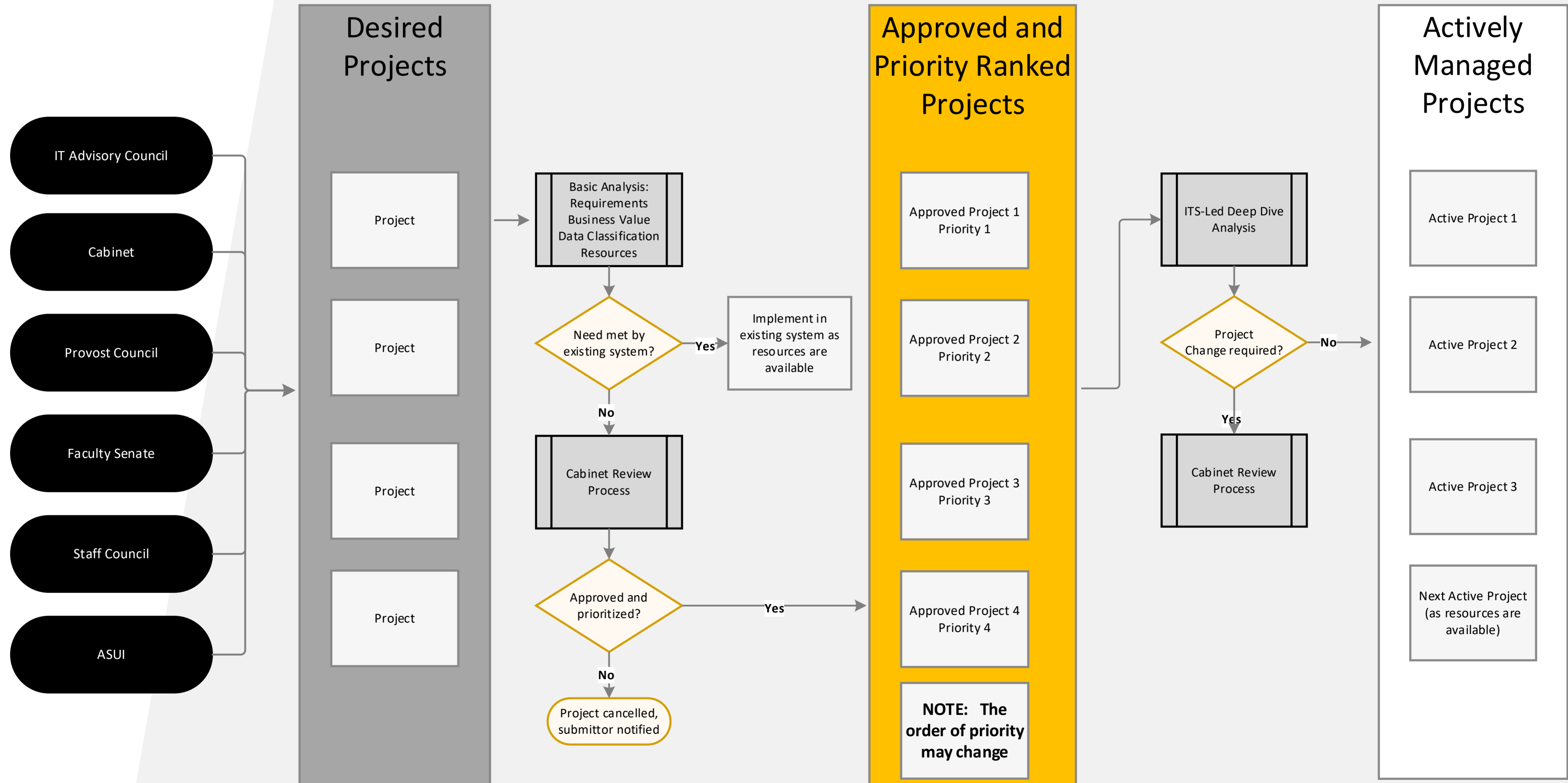
Process

- Following a best practice methodology, collect requests and see if existing technology will suffice. If not, prioritize projects from an institutional perspective, align resources and complete projects.

Implementation

- Immediate, continue partnership with Purchasing Services

IT GOVERNANCE & PRIORITIZATION

Desired Projects

Approved and Priority Ranked Projects

Actively Managed Projects

IT Advisory Council

Cabinet

Provost Council

Faculty Senate

Staff Council

ASUI

Project

Project

Project

Project

Basic Analysis:
Requirements
Business Value
Data Classification
Resources

Need met by existing system?

Implement in existing system as resources are available

No

Cabinet Review Process

Approved and prioritized?

Yes

No

Project cancelled, submittor notified

Approved Project 1
Priority 1

Approved Project 2
Priority 2

Approved Project 3
Priority 3

Approved Project 4
Priority 4

NOTE: The order of priority may change

ITS-Led Deep Dive Analysis

Project Change required?

No

Yes

Cabinet Review Process

Active Project 1

Active Project 2

Active Project 3

Next Active Project (as resources are available)

COMPONENTS OF "BEST USE"

ANNUAL SECURITY TRAINING FOR ALL EMPLOYEES

Leap Ahead	IT Governance & Prioritization
Move Forward	**Annual IT Security Training for All Employees**
	Common Work Management System for IT Employees
Catch Up	Central End User Technology Procurement and License Management
	Central Device Management
Remain Functional	IT Personnel and Risk Study

Why

- Majority of security and compliance issues are due to social engineering and user error

- Rapid pace of change requires regular refreshers

Process

- ITS will continue to partner with Employee Development & Learning (EDL) to make training available and report on completion

- Training content is purchased through SANS, an industry leader

Implementation

- Immediate – continue current activities

COMPONENTS OF "BEST USE"

COMMON WORK MANAGEMENT SYSTEM FOR ALL IT EMPLOYEES

Leap Ahead	IT Governance & Prioritization
Move Forward	Annual IT Security Training for All Employees
	Common Work Management System for IT Employees
Catch Up	Central End User Technology Procurement and License Management
	Central Device Management
Remain Functional	IT Personnel and Risk Study

Why

- Connect customers more quickly to those who can fix their issues

- Provide one place for customers to go with technology issues

- Provide one place to track technology projects

- Provide one place to analyze and manage human resource investment for technology support

Process

- Review business processes, build necessary forms, train technology employees and inform customers

Implementation

- Complete by March 1, 2019 - finish volunteers, then complete others; software is provided through an ITS budget

COMPONENTS OF "BEST USE"

CENTRAL END USER TECHNOLOGY PROCUREMENT & LICENSE MGMT

Leap Ahead	IT Governance & Prioritization
Move Forward	Annual IT Security Training for All Employees
	Common Work Management System for IT Employees
Catch Up	Central End User Technology Procurement and License Management
	Central Device Management
Remain Functional	IT Personnel and Risk Study

Why

- Take advantage of economies of scale and reduce duplications

- Standardize technologies for lower costs and higher support quality with less time spent on custom solutions

- Provide end-to-end ordering, inventory tracking, deployment and retirement for reduced steps and paperwork

Process

- Process to be developed to include online ordering, common items in stock, choices (Mac vs. Windows) and exceptions

- Budget remains with the unit

Implementation

- By August 2019, finish process development and rollout, continue partnership with Purchasing Services

CENTRAL END USER TECHNOLOGY PROCUREMENT

ITS will consult and provide recommendations on:

- Computer furniture and monitor arms

- Cases and skins

- Security devices (locks, cables)

- Power strips and cords per fire code

- Facilities cabling

- Non-standard software

ITS will develop standards for and facilitate purchase of:

- Windows and Mac desktops and laptops, Windows and iOS tablets

- Multi-function devices (copiers) and printers

- Office/conference/mobile phones plus mobile plans and hotspots

- Monitors, televisions, projectors, digital signage and streaming devices (Apple TV, etc.)

- Video conferencing equipment

- Peripherals (scanners, speakers, keyboards, mice, webcams, microphones, storage, Cables, UPS power backups, etc.)

- Approved end user software and apps

The implementation process will consist of:

- Finalizing guidelines, strategies, processes and an exception mechanism through consultation with Purchasing Services FIG, CUIBO and IT personnel

- Developing a portal for standard products

- Developing and implementing a communication plan

- Training UI personnel

COMPONENTS OF "BEST USE"

CENTRAL DEVICE MANAGEMENT

Leap Ahead	IT Governance & Prioritization
Move Forward	Annual IT Security Training for All Employees
	Common Work Management System for IT Employees
Catch Up	Central End User Technology Procurement and License Management
	Central Device Management
Remain Functional	IT Personnel and Risk Study

Why

- Improved user experience through automated software delivery and patching

- Improved security and reaction to security/compliance issues

- Improved ability to implement time-saving standards

- Allows IT employees to focus on critical initiatives

- Improved planning: replacement cycles, common challenges

Process

- For new devices, it will be part of the centralized purchasing

- For existing devices, each device will have software installed to facilitate patching, monitoring and security

Implementation

- By August 2019, finish process development and rollout

COMPONENTS OF "BEST USE"

IT PERSONNEL AND RISK STUDY

Leap Ahead	IT Governance & Prioritization
Move Forward	Annual IT Security Training for All Employees
	Common Work Management System for IT Employees
Catch Up	Central End User Technology Procurement and License Management
	Central Device Management
Remain Functional	IT Personnel and Risk Study

Why

- Better understanding of employee roles and existing tech

- Better understanding of institutional risks

- Focus employee time on strategic priorities and minimize risks by better coordinating resources

Process

- Document current positions with technology roles and current technology in use at UI

- Analyze data to understand risks and develop recommendations

Implementation

- By August 2019, complete the process and start an institutional discussion of next steps

KEYS TO SUCCESS

The University of Idaho is moving forward with the "IT Best Use" initiative with the support of the President and the Cabinet.

Success will come as we work together to make this initiative successful. It will, at times, be difficult but we must stay the course to realize the benefits. We will change and adapt as we learn and learning will come through collaboration and communication.

Continued Support

Consistent, active support through words and actions

Do not circumvent the processes – suggest improvements

Encourage constructive feedback

Communication

Discuss widely and openly

Promote the "why"

Actively solicit feedback on "Best Use" implementation

Be open with metrics, successes and areas for improvement

Continuous Improvement

Solicit and positively accept feedback

Utilize data and surveys to improve

Adjust processes as necessary

Explain why some changes do not happen

Please share and discuss the information in this presentation and refer questions, comments and suggestions to Dan Ewart, VP for IT and CIO.