



## HLC Accreditation Evidence Document

**Title: Information Technologies Effectiveness and Efficiencies Effort**

**Office of Origin: Information Technologies**

**Description:** This recent overview of the universities information technologies follows from both the assessment of Kurt Salmon Associates (KSA) and the Technology Information Group (TIG) in the past years. This includes mention of several initiatives following from the general effort in reorganizing IT through the installment of a Information Technology Officer (ITO) (p. 5).

Date: 2018

# INFORMATION TECHNOLOGIES



Effectiveness and Efficiencies Effort (E & E)  
Main & Branch Campuses

President Stokes

03/13/2018

Duane Arruti, CIO

Brian Pietrewicz, 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 Engagement (Sept 2014 – July 2015)

## Kurt Salmon and Associates

- Ownership and Governance
- Business Model
  - Enterprise - exclusively provided by central entity
  - Center – provided by independent units to others with shared needs
  - Component – provided by colleges, departments, or other components
  - Distributed – provided by individuals, work teams or informal entities
- Fiscal Model (University funded, user fee, direct, sponsored)
- Standards/Service Level Agreements

Detailed Report - <http://cio.unm.edu/it-effectiveness/documents/ksa-final-report-and-recommendations-1506.pdf>

# Consulting Engagement (April 2016– Sep 2016)

## Technology Integration Group

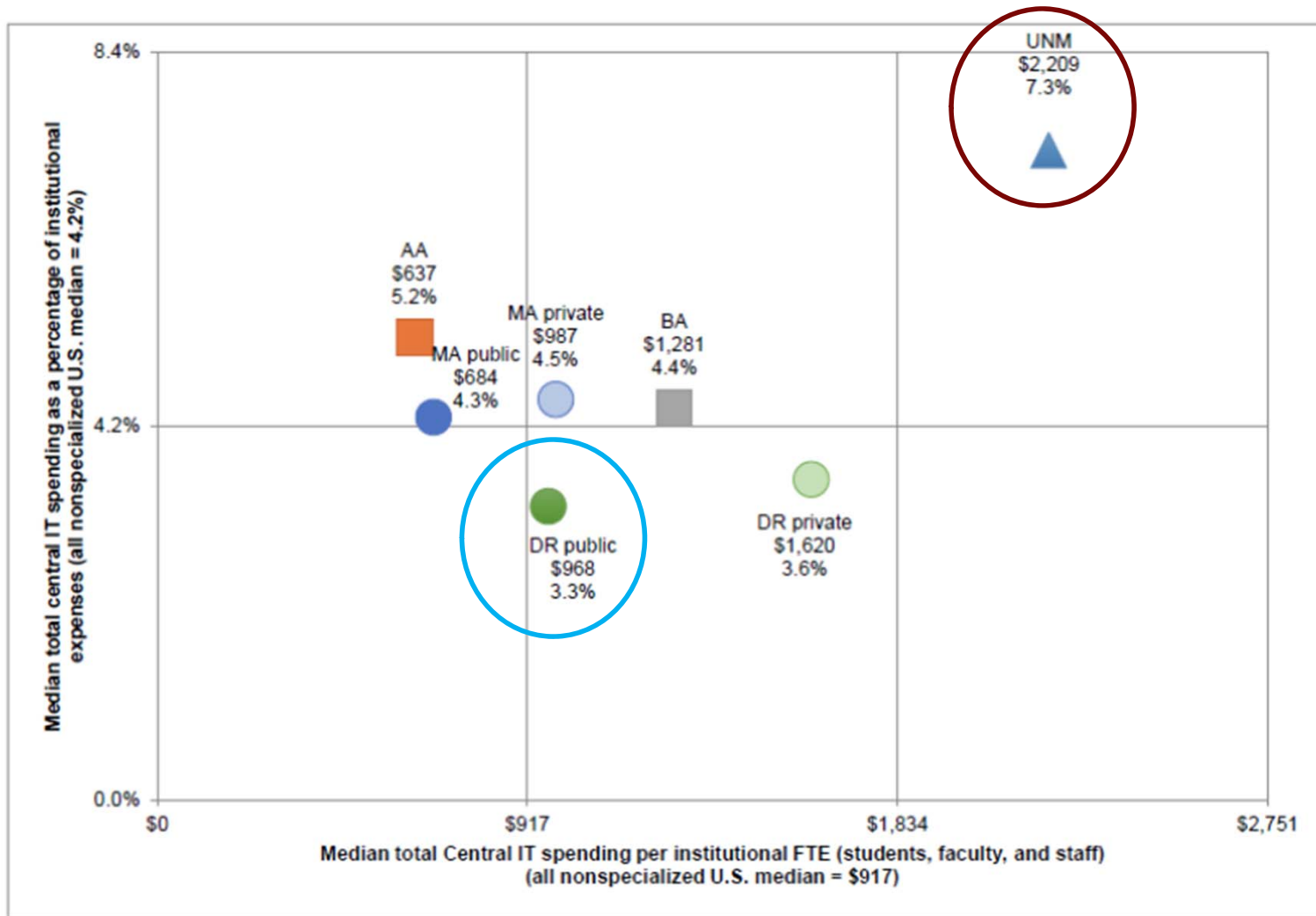
- Centralize Core IT Services
- Merge Extended Learning IT with UNM IT Classroom Technologies
- Centralize Helpdesk and Ticketing Systems
- Establish Campus Representation in IT Governance
- Establish Service Level Agreements
- Institute New Funding Model
- Centralize Key IT Expenses
- Reduce Management Layers
- Evaluate and Incorporate Outsourcing Opportunities

Detailed Report at <http://cio.unm.edu/it-effectiveness/documents/tig-final-report.pdf>

# Information Technology Officer (ITO)

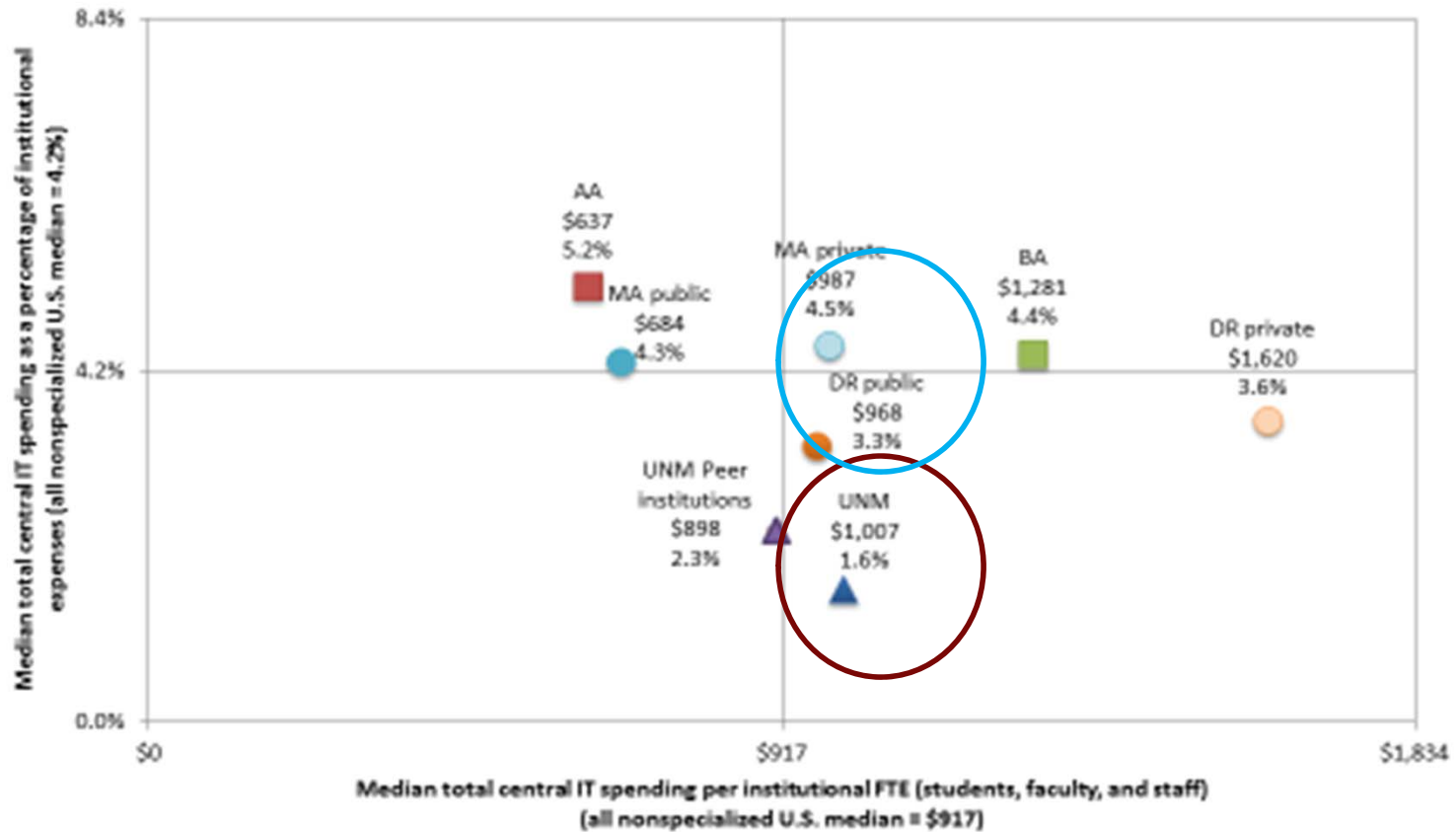
- Coordinates the administration of information technology (IT) services for one or more designated areas of the University.
- Serves as the technology manager for the designated area(s) and is responsible for fulfilling area-specific requirements and priorities while working with campus-wide IT resources 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.

# 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



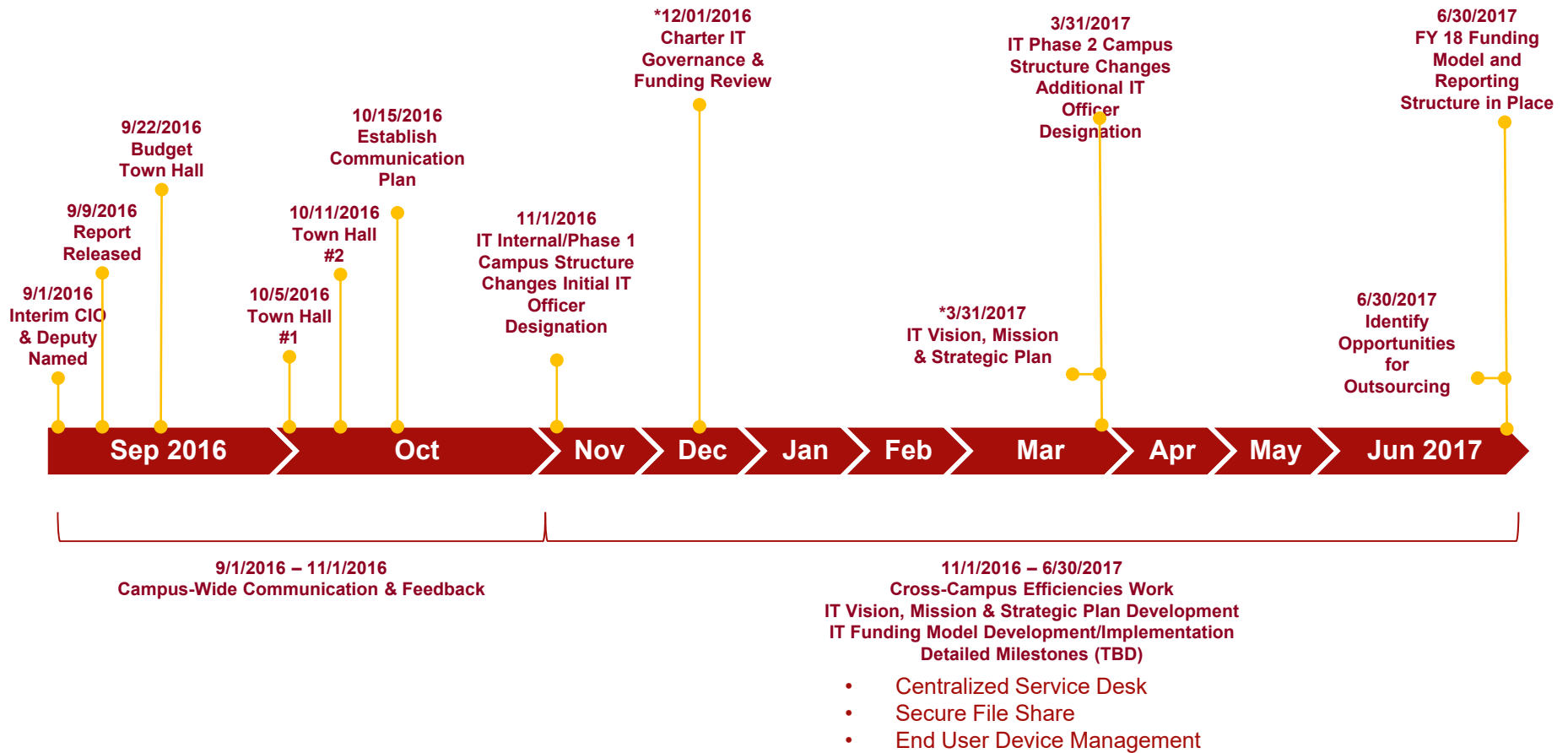
**Total UNM Main Campus Central IT Spending** per Main Campus institutional FTE compared to **Other Institutions' Central IT spending** as a percentage of institutional expenses.



# Effectiveness & Efficiencies

## Timeline

(Version 2.0)



\* Dates altered from original timeline

## UNM Technology Position Analysis (updated to Feb 2, 2017)

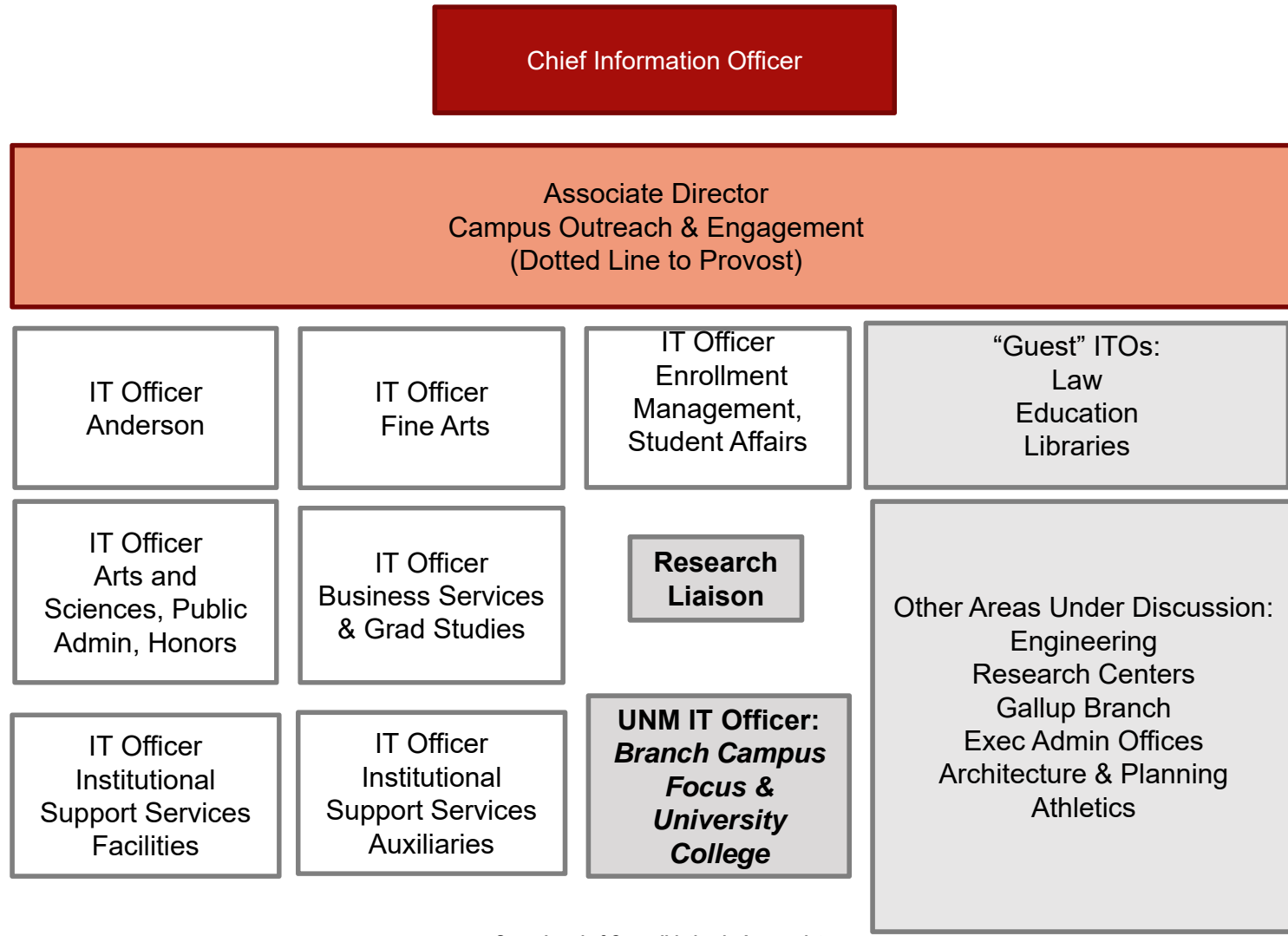
**Note – Includes All Funding Sources/Excludes HSC**

**Main Campus and Branches:**

Branch, College, School, Administrative Unit	Total Salary	IT Managers	IT Staff	Total IT Employees
Anderson Schools of Management	331,391	1	4	5
Assoc. VP Student Life	63,319		1	1
Associate VP Student Services	189,766	1	3	4
College of Arts & Sciences	1,309,814	2	25	27
College of Education	188,433		5	5
College of Fine Arts	176,979		4	4
College of Univ Lbrary & Learning Sci	602,052		11	11
Continuing Education	285,606	1	4	5
Controller	663,652	1	10	11
EVP Administration	67,295		1	1
Extended University	1,393,001	5	18	23
Gallup Branch	210,665	1	3	4
Human Resources HR	382,688	1	5	6
Information Technologies	9,084,080	29	96	125
Los Alamos Branch	97,548		2	2
President Office	209,309		4	4
Provost Administrative Units	480,759		10	10
School of Architecture & Planning	104,000		2	2
School of Engineering	262,721		4	4
School of Law	271,106	1	4	5
Taos Branch	114,972		2	2
Valencia County Branch	303,457	1	6	7
Vice President for Research	1,095,726	2	15	17
VP Division of Enrollment Mgmt	381,572	2	5	7
VP Institutional Support Services	1,018,340	2	17	19
VP Student Affairs	173,902		3	3
<b>Grand Total</b>	<b>19,462,155</b>	<b>50</b>	<b>264</b>	<b>314</b>

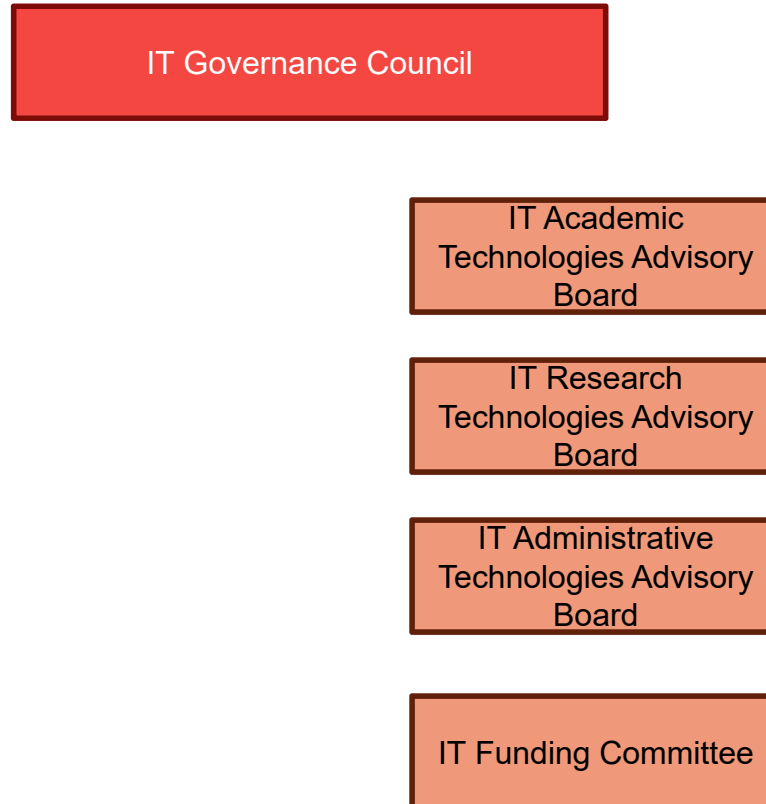
# Effectiveness and Efficiencies

## ITO Management Structure 02/14/2018



Some Level of Consolidation is Appropriate

# Effectiveness and Efficiencies Governance and Advisory Structure



# IT Funding Committee Review

- Review of campus FY15 and FY16 IT spend to establish baseline, pooled IT budget
- Review report of employees in technology positions, confirming 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

## Operations and Service Desk

- Migration to central service desk tool
  - Single service desk and contact point for support
  - Route tickets to all IT personnel, regardless of location
  - 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 on all major services

# Technical Initiatives

## Secure Data Storage

- No existing secure data storage service
- Anderson School of Management has completed a proof-of-concept for securely storing FERPA data
- Expanding the service to include HIPAA and PII in the near future

# Technical Initiatives

## End User Device Management

- Institutional Support Services has completed a proof-of-concept using remote Windows management tools
  - HR, Finance, and multiple other units are in the processes of onboarding
- Academic Technologies and College of Fine Arts is starting a proof of concept using remote Mac management tools
- 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



# Technical Initiatives

## Datacenter, Server & Storage Consolidation

- LoboCloud allows for automated deployment of services in minutes
- Financial services is consolidating servers storage and licensing to UNM IT which results in \$100k cost avoidance in FY 17
- College of Fine Art moved servers and storage to UNM IT which results in \$20k cost avoidance in FY 17
- Several other units are interested in consolidation due to removal of Fee for Service

# 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>
- Discussion and Feedback Forum
- Supporting Documents
- Other Related Information