



# ***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.

**UCF**

## 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

#### Decentralized Challenges

- Disparate processes
- Multiple standards
- Duplication of effort
- Varying levels of control
- Higher costs and increased difficulty managing costs
- Not scalable

#### Benefits

- Responsive to business needs
- Business and operations control decisions
- Customized solutions to meet specific needs

- Customer focused
- Accountability driven
- Flexible delivery
- Improved transparency

#### Benefits

- Common systems and support
- Consistent standards and control
- Improved control over costs and spend
- Economies of scale

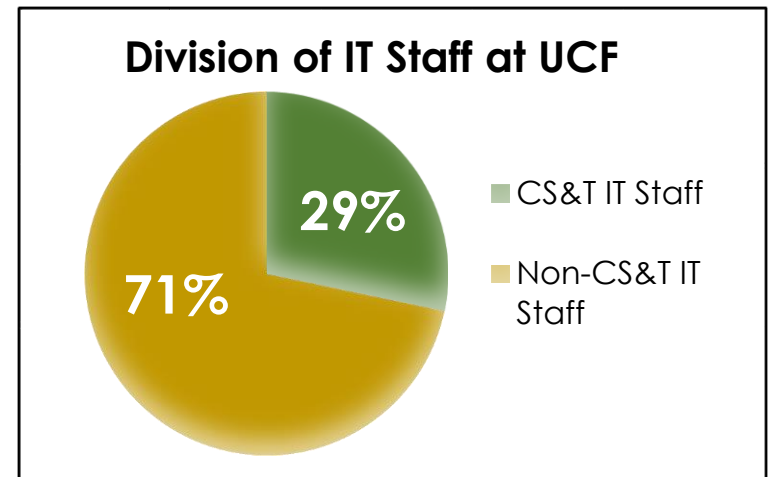
#### Centralized

#### 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



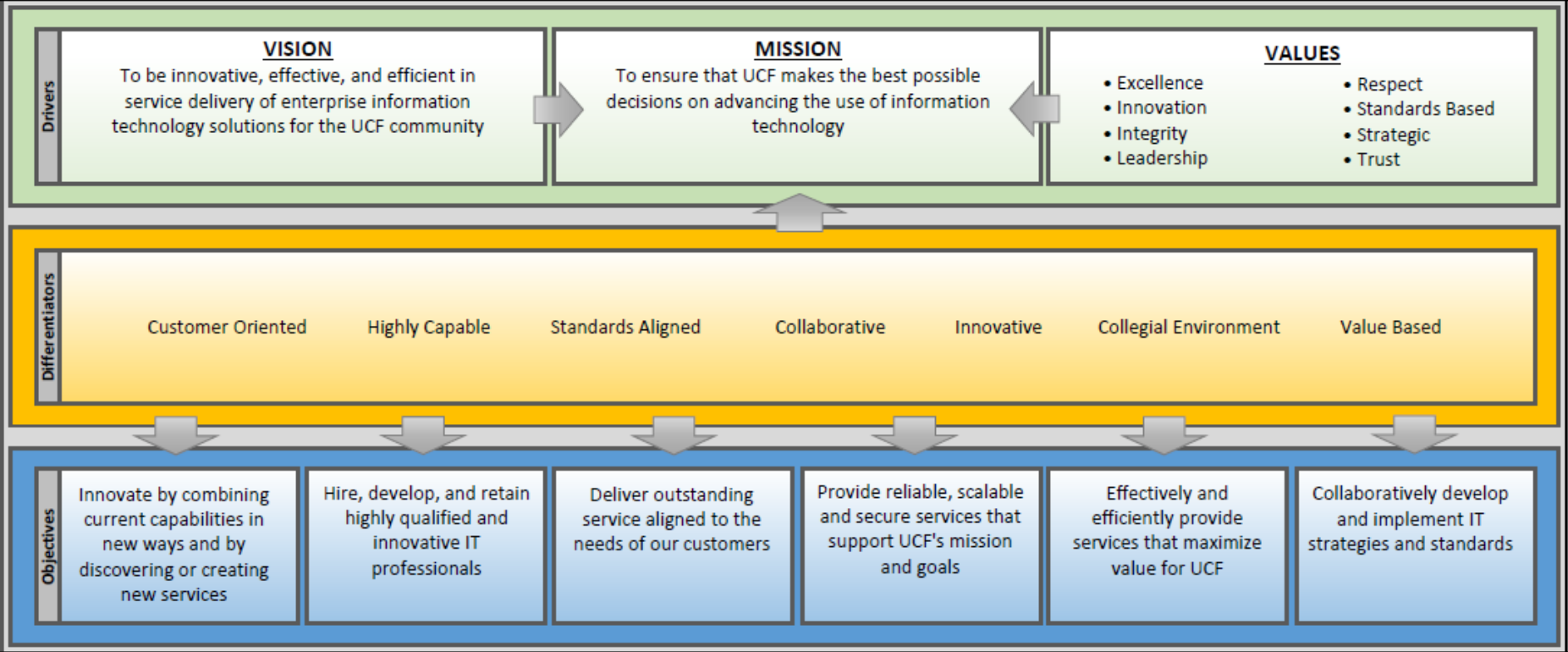


# **IT2020** Goals

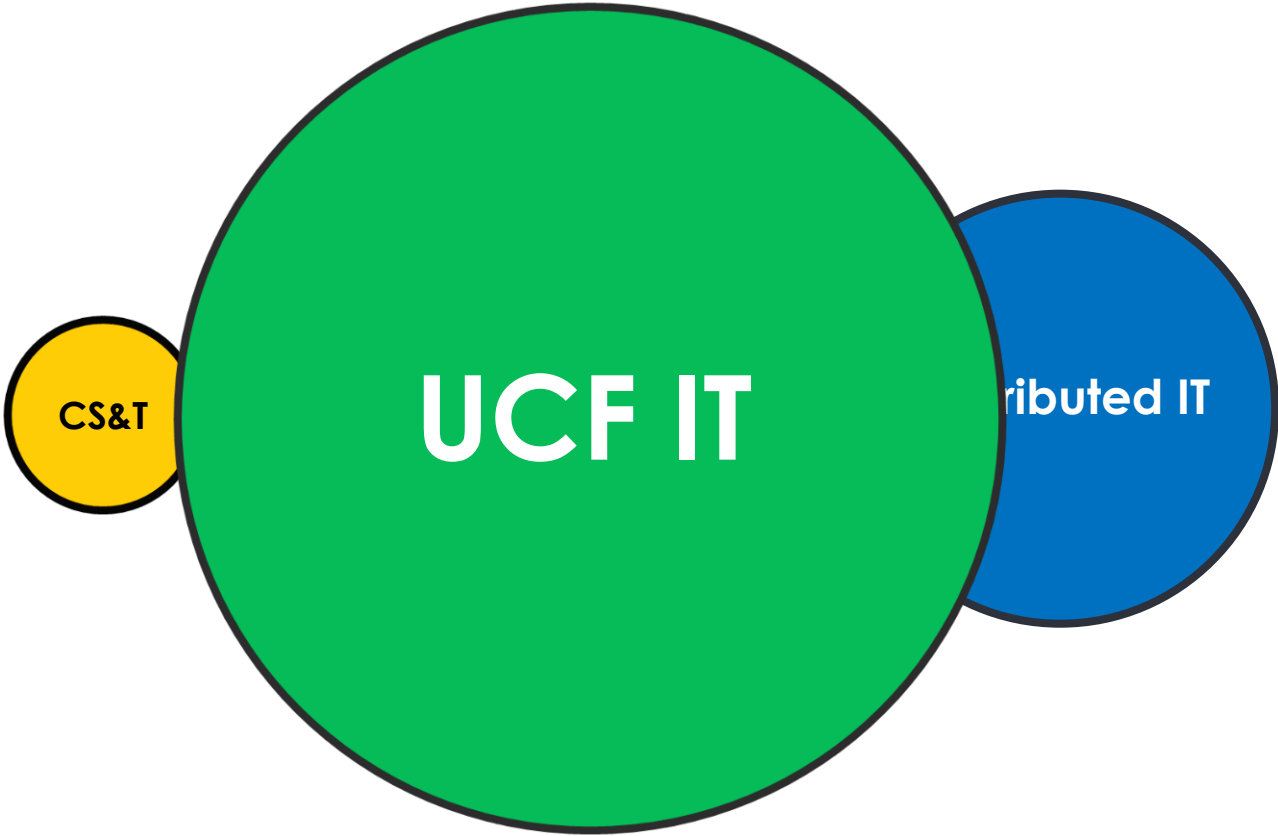
- IT project portfolio driven by university strategic goals and prioritized by institution-level metrics; more closely align IT capabilities with needs
- Improve UCF (IT) business operations, efficiency, and effectiveness
- Bottom- to-top IT career ladder with associated classification and compensation plan; increased professional development and career opportunities



# Strategy Articulation Map



*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

SHARE     

 Order Reprints  Save Article

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:



IMAGE PROVIDED BY GETTY IMAGES (ZIMMYTWS)

The Employer Branding Survey from Atlanta-based staffing and human resources firm... more

## RELATED CONTENT

THE BUZZ

Best Places to Work 2015: Small companies

THE BUZZ

Best Places to Work 2015: Medium companies

THE BUZZ

Best Places to Work 2015: Large companies

THE BUZZ

Best Places to Work 2015: Giant companies

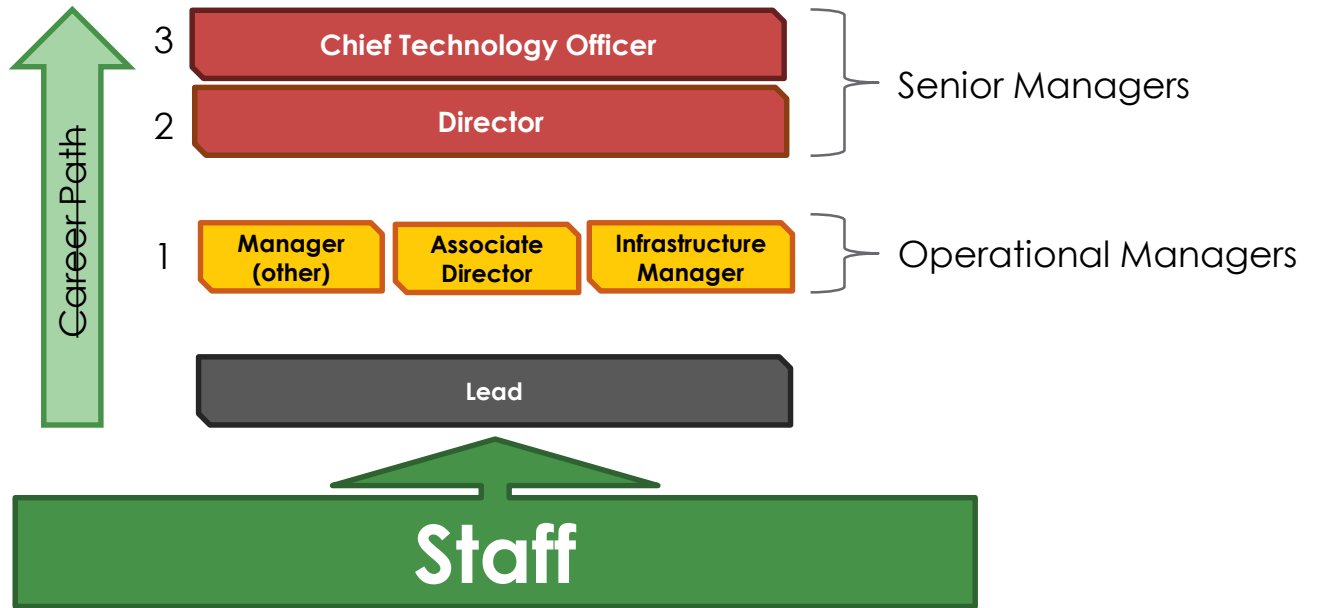
- A lack of career path, not salary, is the number one reason employees leave their jobs.

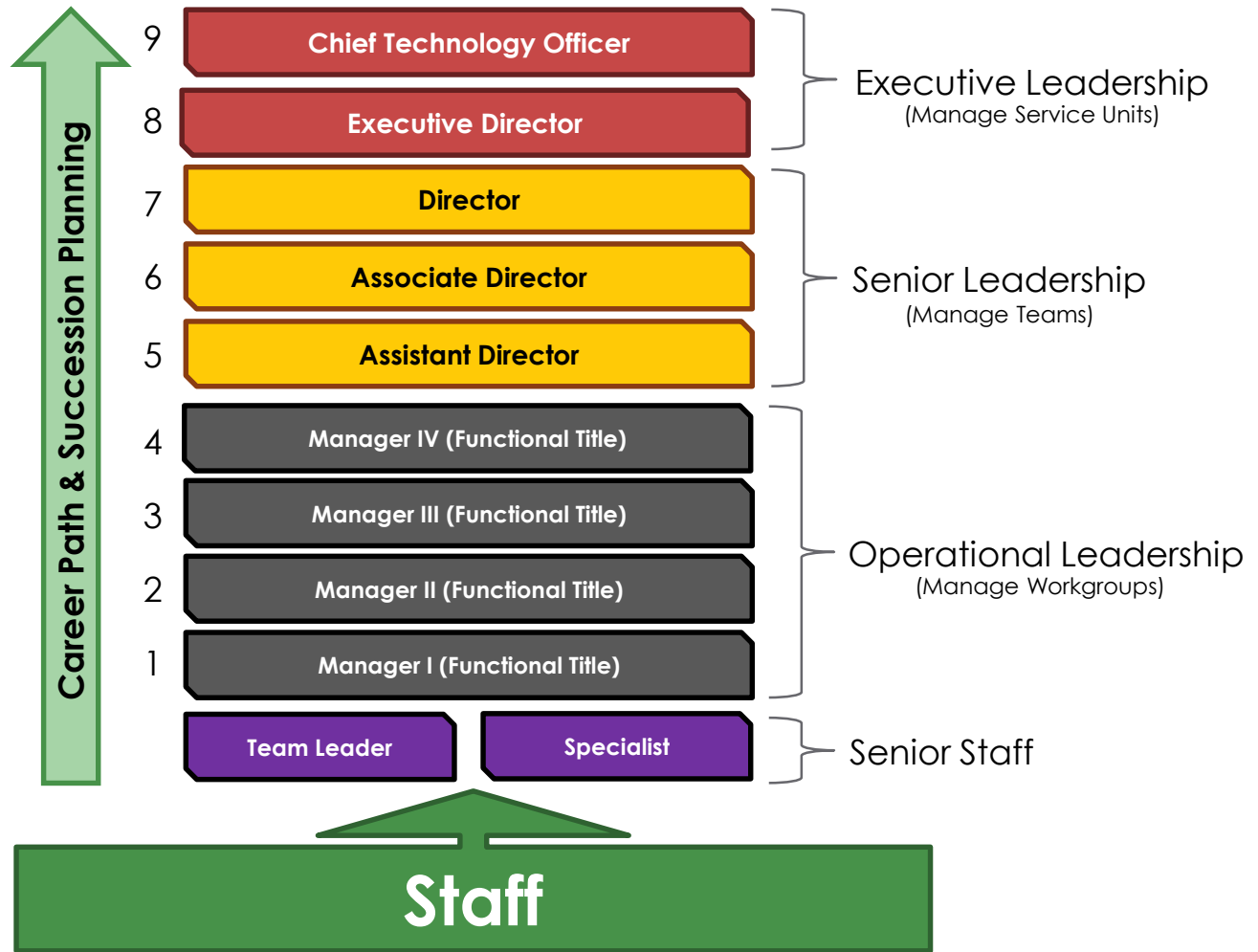
Employees who have left their jobs in the past 12 months cite lack of career growth opportunities (26 percent) as the primary reason for leaving a company, followed by low compensation (23 percent) and poor leadership (19 percent).

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

Forty-two percent of respondents use social-





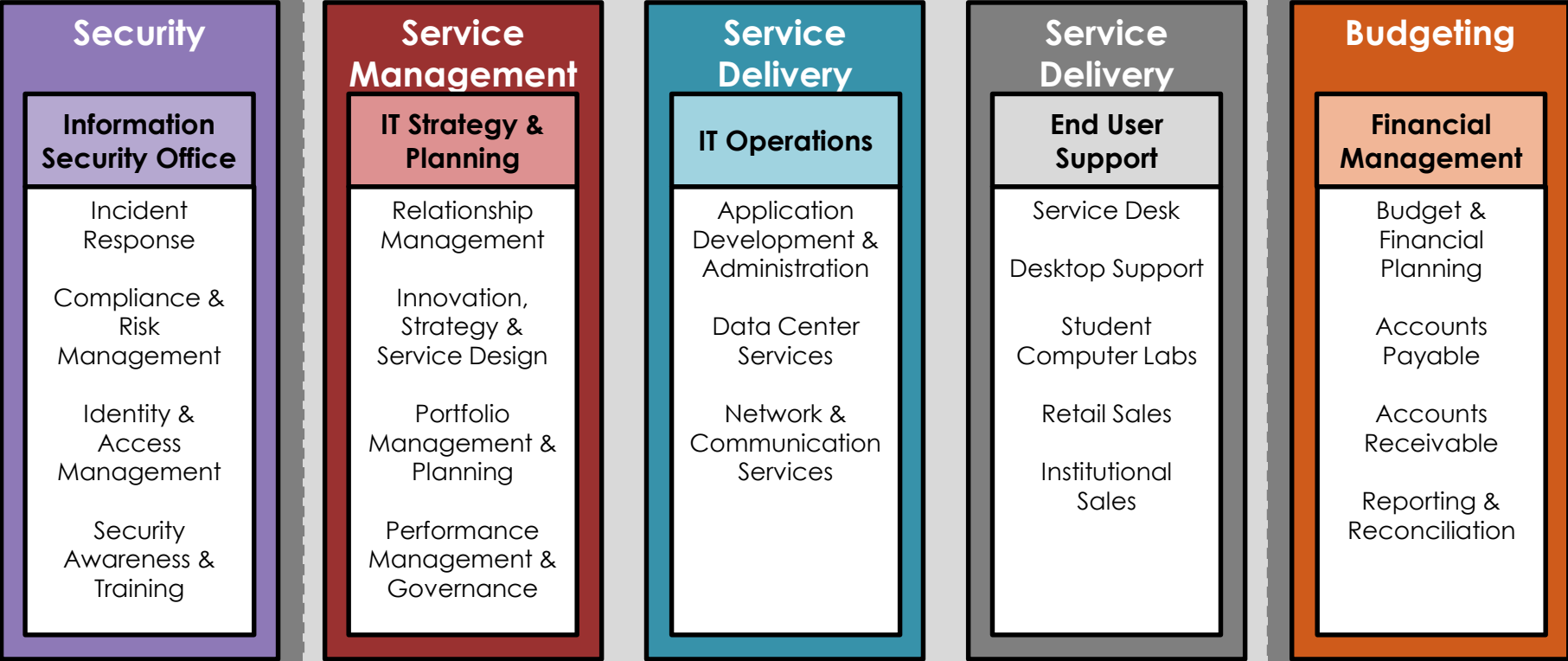




# New Framework: UCF IT

## IT Governance

### Shared Services





# An Example

- servicenow
- 7 X 24 X 365 Service Desk



# ***IT2020-A Look Ahead***

November 10, 2015