

# Transform IT Enterprise University Applications (EUA)

Roadmap 2021






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***Transform IT EUA Goal:***  
*Rationalize the use of  
Information Technology resources  
on campus to better support the  
University of Oregon's strategic  
academic and research missions.*

# Recommendations in July 2020

## Highest Priorities

		
<p><b>Policies &amp; Process</b></p> <ul style="list-style-type: none"> <li>Identify, develop, or acquire tools and methods for creating a public application catalog               <ul style="list-style-type: none"> <li>Seed that catalog with data from this project</li> </ul> </li> <li>Integrate with four other sources of information:               <ul style="list-style-type: none"> <li>Development staff</li> <li>Network discovery tools</li> <li>Purchasing systems</li> <li>License servers/usage APIs</li> </ul> </li> <li>Create a related model for consultation services about applications to avoid future duplication of purchases and security risks</li> </ul>	<p><b>Purchased Applications</b></p> <ul style="list-style-type: none"> <li>Databases, data, analytics               <ul style="list-style-type: none"> <li>38 departments, 55 applications</li> <li>\$565K</li> </ul> </li> <li>Password Management               <ul style="list-style-type: none"> <li>Low profile and cost - \$2500</li> <li>High risk</li> </ul> </li> <li>Project Management               <ul style="list-style-type: none"> <li>20 departments, 14 applications</li> <li>\$65K</li> </ul> </li> </ul>	<p><b>Custom Software Development</b></p> <ul style="list-style-type: none"> <li>Initiate project to deliver custom software development on campus including:               <ul style="list-style-type: none"> <li>Supportability</li> <li>Consistency of tools and tech used</li> <li>University prioritization, agility, and availability of alternatives</li> <li>Application security</li> <li>Establish best practices – development, intake, business analysis, QA, testing</li> <li>Understanding and scale to demand</li> </ul> </li> </ul>

## Clear Opportunities

		
<p><b>Low Hanging Fruit</b></p> <ul style="list-style-type: none"> <li>Online forms, surveys               <ul style="list-style-type: none"> <li>14 departments, 12 applications</li> <li>\$357K</li> </ul> </li> <li>Events/calendar management               <ul style="list-style-type: none"> <li>15 departments, 18 applications</li> <li>\$113K</li> </ul> </li> </ul>	<p><b>Complete Projects Underway</b></p> <ul style="list-style-type: none"> <li>CRM               <ul style="list-style-type: none"> <li>14 departments, 17 applications</li> <li>\$477K</li> </ul> </li> <li>Collaboration and Communications Technologies               <ul style="list-style-type: none"> <li>4 departments, 6 applications</li> <li>\$115K</li> <li>Legacy tech end of life</li> </ul> </li> <li>Time &amp; Attendance               <ul style="list-style-type: none"> <li>11 departments, 1 application</li> <li>\$150K</li> <li>Current organizational risk</li> </ul> </li> </ul>	<p><b>Shift to Enterprise Solution</b></p> <p>The team recommends that where there is currently an enterprise solution available, departments shift</p> <ul style="list-style-type: none"> <li>Office productivity               <ul style="list-style-type: none"> <li>42 departments, 40 applications</li> <li>\$588K</li> <li>Team's opinion many could be focused into DropBox and O365</li> </ul> </li> <li>Videoconferencing               <ul style="list-style-type: none"> <li>17 departments, 8 applications</li> <li>\$30K not including enterprise</li> <li>Team recommends shift to Teams and Zoom, retirement of others</li> </ul> </li> </ul>



# Transform IT EUA Vision

## Why

Service Advisory Boards are aligned to university organizational functions, strategic direction, priorities and outcomes.



## Who

UO community (IT and non-IT), Information Services with a focus on constituents we serve.



## What

Applications are mapped to measurable, value-added services and capabilities.



## How

- UO employees can interact with a searchable catalog
- Consultations with IS regarding organizational function needs
- A path to the right solutions clear.
- The right groups come together from conception of an idea to delivery.



## Result

UO technologies has optimized spend plans, be strategically sourced, and will be architected to achieve the maximum value.



# Objectives

## *Increase Efficiency*

- Reusability
- Supportability
- Maintainability
- Extensibility & scalability
- Agility
- Optimizing university impact
- Adherence to standards
- Meets regulatory requirements

## *Reduce duplication*

- Alignment and understanding of organizational function needs
- Meet capability requirements
- Adoption & training
- Establish preferred solution providers and resources
- Improve self-service and on-demand access

## *Optimize IT spending*

- Invest in the “right” capabilities and solutions
- Consolidate the spend with greater value received
- Ongoing visibility of IT spend and opportunity to optimize
- Focus on total cost of ownership/operation
- Supporting innovation and balanced with overall prioritization
- Guidance for when to go with campus-wide solution or not

## *Create Equity*

- More enterprise services
- Reduce/eliminate the “haves and have nots”+1
- Serving the greatest number of people across UO
- Balance ownership and commitment to success



# ★EUA Opportunity Assessment

## Enterprise Application

- Software, both custom and purchased, supporting, administrative, academic, or research functions which require IT support to implement, integrate, or which use UO identity management access.

## Opportunity Identified and Prioritized

- High Value Opportunity Identified
- Assemble teams (technical and non-technical) and partner with departments
- Assess the current state and identify future state capability and services.

## Implementation

- Connect SAB for portfolio review & university-wide governance
- Roadmap for implementation
- Identification of the service delivery requirements (resource, licensing, budget)
- Apply new Enterprise Service Onboarding

### Currently Known High-Value Opportunities (need or \$\$):

- Time & Attendance
- Facilities & Building Management
- Web Content Management
- Continued CRM efforts – for engagement and marketing automation
- Data Analytics



# Key Components

## Pre-project Engagement

- Resource, Develop and Implement Internal Consulting Service/Function
- Resource, Develop and Implement Solutions & Enterprise Architecture Functions

## Portfolio Rationalization



- University Portfolio Definition by organizational functions & capabilities
- Align portfolios with governance structure and SAB
- Capability and Service Assessment Review/Health Check
- Cost/Benefit Analysis Review and Business Case

## Enterprise Solutions Framework

- Technology Reference Map
- Cloud Application Readiness
- Solutions Quality Assurance Methodology
- Service Ownership & Management
- Application Lifecycle Management



# Transform IT EUA Approach – 2021

<b>Stakeholder engagement</b> 	<b>Foundation</b> March—June/July	<b>Realignment</b> July—September	<b>Implementation</b> September—December	<b>Ongoing improvement</b> January 2022 and beyond
University leadership, Service Advisory Boards	Update based upon capability areas that align to university mission sectors. Identify outcome metrics that are aligned to university performance indicators. Evaluate portfolios based upon prioritization and greatest value across the university.			
UO IT community engagement	Participation in EUA workgroups			
<b>EUA deliverables</b> 	<ul style="list-style-type: none"> <li>• Revised SAB charters &amp; scope</li> <li>• Consulting and enterprise architecture functions</li> <li>• Capability mapping</li> <li>• Technology reference map</li> <li>• Architectural assessment process</li> <li>• Collaboration space</li> </ul>	<ul style="list-style-type: none"> <li>• Current project &amp; service portfolio by capability area</li> <li>• Future state target architecture</li> <li>• Current state UO conceptual data model</li> <li>• Revised service definitions</li> <li>• Opportunity Assessments model</li> </ul>	<ul style="list-style-type: none"> <li>• Review portfolios with SABs &amp; other governing committees</li> <li>• Searchable catalog development</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate ongoing governance &amp; manage service portfolios</li> <li>• Project framework &amp; plans</li> <li>• Testing framework</li> <li>• Roles &amp; responsibilities matrix for service lifecycle</li> <li>• Active integration with service management framework &amp; processes</li> </ul>

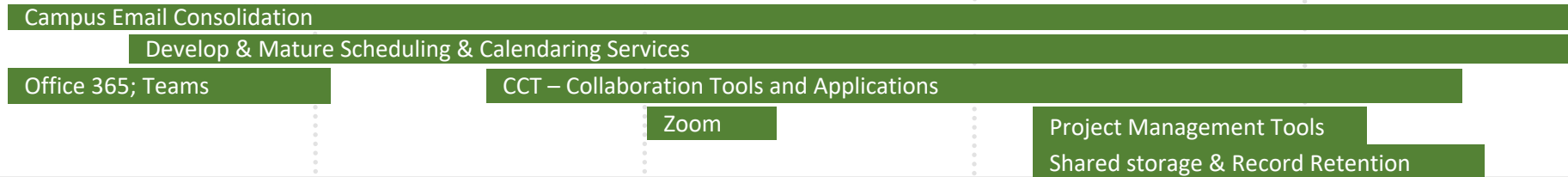
Transform IT EUA Project Portfolio



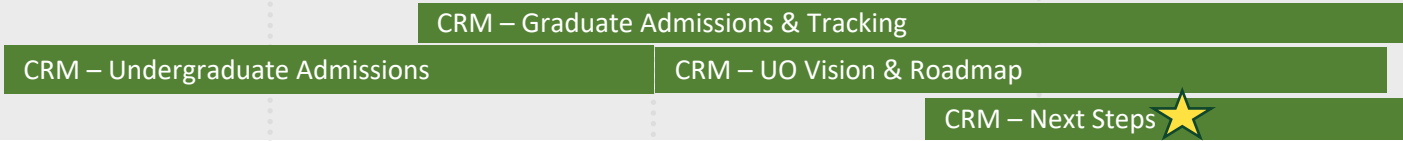



# Transform IT: EUA Project Portfolio

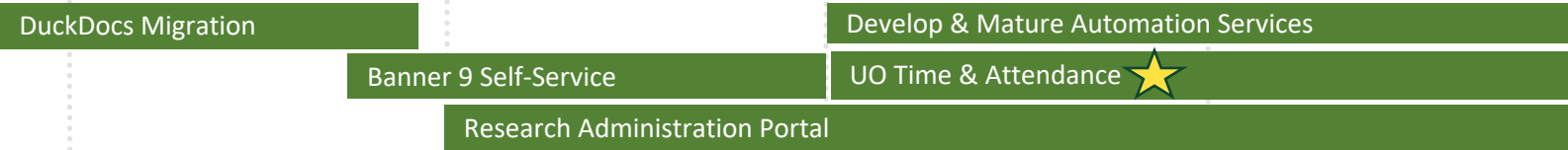
## COMMUNICATIONS AND COLLABORATION



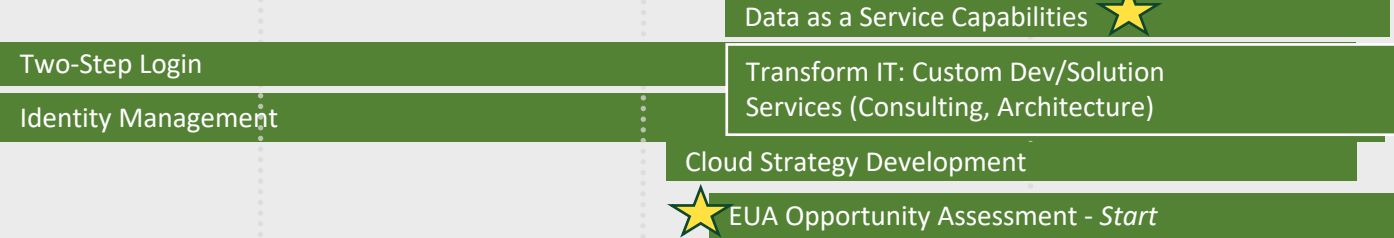
## CONSTITUENT RELATIONSHIP MANAGEMENT (CRM)



## AUTOMATION



## FOUNDATIONAL



2019

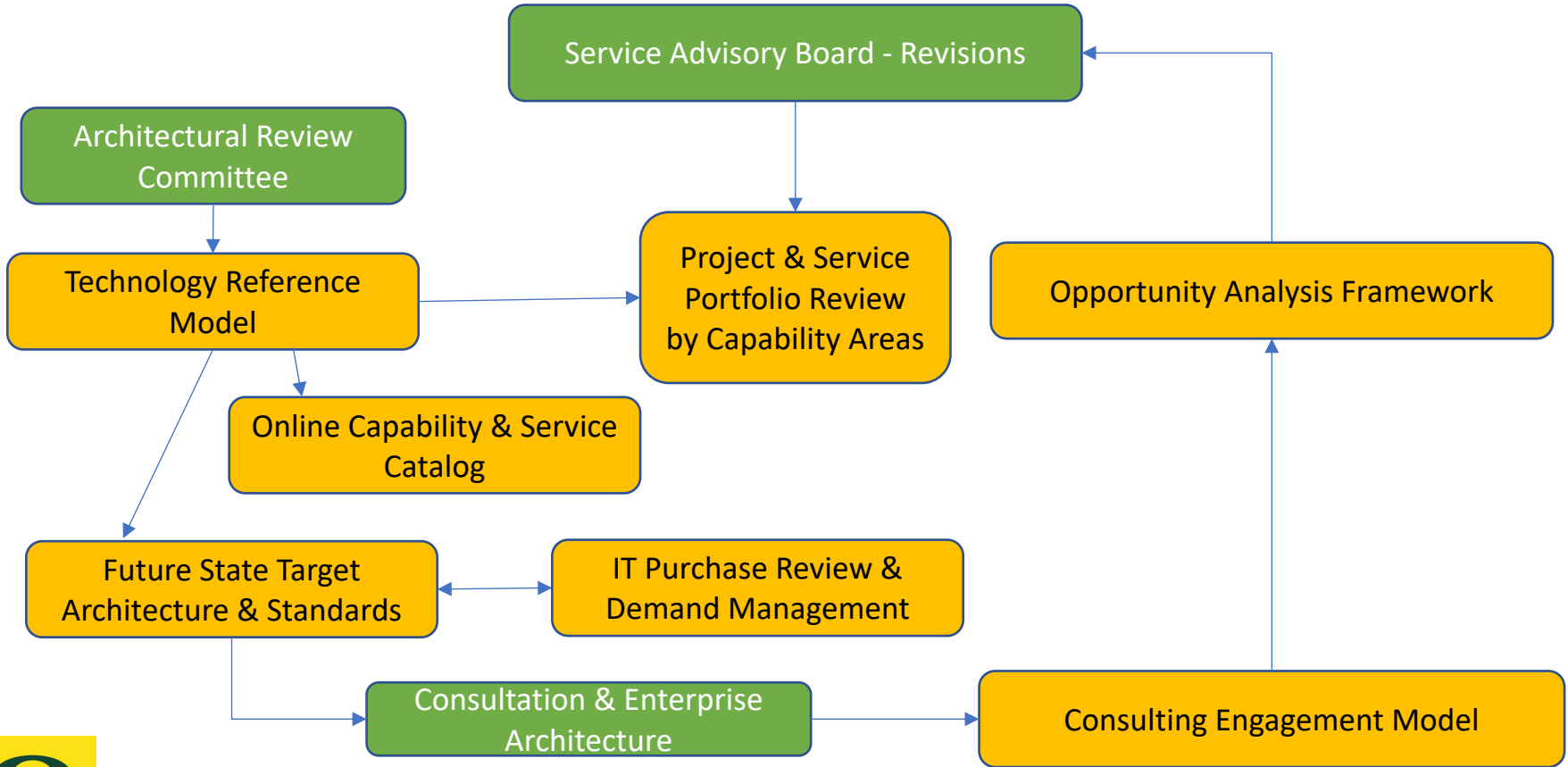
2020

2021

2022



# Transform IT EUA Workstreams



# Needed Processes & Roles

## Portfolio Definition & Governance:

- Align to university organizational functions
- Set vision, strategic direction, define outcomes, and priorities
- Prioritization Criteria
- Recommend projects, standards, and new investments
- Oversee rationalization for that portfolio

## Consulting:

- Opportunity & business analysis
- Business case development
- Pre-project engagement
- Solutions options analysis & enterprise architecture
- Compliance requirements

## Planning & Design:

- Improve IT Contract and Purchase Review
- Review against future state architecture and standards
- Application security

## Custom Development:

- Future State Target Architecture and standards
- Data Catalog
- Cloud Readiness & Strategy
- Agility and Interoperability
- Solution QA
- API, Accessibility, and Security Standards

## Service Management:

- Service Ownership definition
- Service Level Agreements
- Supportability, Maintainability, Lifecycle Management
- Budget Management for Service (Operations & Maintenance + Enhancement)
- User adoption & training



# Current Service Advisory Boards

- Banner
- Constituent Relationship Management (CRM)
- DuckDocs (OnBase)
- Centralized Scheduling Apps (EMS)
- Email, Calendaring, and Collaboration
- Learning Tech
- Integrated Data Reporting
- Web tech
- Information and Communication Technology Accessibility

