UW-IT Metrics

Fiscal Year 2014

February 2014

W INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Table of Contents

W INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Overview

This report provides Fiscal Year 2014 metrics for UW Information Technology (UW-IT) that measure our organization's performance in five key areas:

1. **Finances**
2. **Support for Strategic Goals**
3. **Customer Satisfaction**
4. **Employee Satisfaction**
5. **Peer Benchmarking**

The report is part of UW-IT's commitment to measuring and improving performance as an essential way of ensuring that we are fulfilling our mission to:

1. **Enable students, faculty and staff to be more effective**
   - Tear down the walls (barriers to collaboration)
   - Build bridges (among disparate systems and communities)

2. **Help UW manage risks and resources**
   - Provide efficient IT services and excellent counsel
   - Prevent or prepare for and mitigate adverse incidents

3. **Encourage collaboration, creativity and UW's competitiveness**
   - Anticipate future IT needs; foster innovation, transformation

A further goal of this report is to ensure transparency and accountability.

This report represents an initial step toward providing metrics for UW-IT. We will continue to enhance and refine these metrics over time to provide a meaningful measure of UW-IT's performance. These metrics are also available on UW-IT's website at uw.edu/uwit/metrics/index.html

For more information on UW-IT, see:

- UW-IT's website: uw.edu/uwit
- UW-IT's 2013 Annual Report: uw.edu/uwit/reports/annual.html

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

UW-IT Service Areas

UW-IT provides a breadth of services to the University:

- Accessible Technologies
- Administrative Systems
- Backups and Mass Storage
- Cable Television
- Campus Software Licensing
- Classroom Technology & Events
- Data Centers and Facilities
- Data Networks
- Digital Asset Management and Distribution
- Email, Calendaring and Collaboration Tools
- Emergency Preparedness and Business Continuity
- Identity and Access Management
- Information Security and Privacy
- IT Consulting
- Managed Servers and Workstations
- Regional Networks
- Teaching and Learning Tools
- Technology Spaces and Labs
- Telecommunications Services
- UW Support for UWTV and KEXP

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

1. Finances

Introduction

UW-IT manages an annual budget* of approximately $109 million to provide support to the University community through the service areas listed below. Almost 50 percent ($50,117,960) of UW-IT's FY 2014 budget is dedicated to providing a basic bundle of critical IT services to all UW students, faculty and staff.

These basic services are supported by $31,221,057 in UW central funds and $18,896,903 from the Technology Recharge Fee (TRF). This fee was established in FY 2011 to provide a sustainable, long-term funding model for IT. It replaced an outdated recharge model based on phone lines, which did not fully cover the cost of services. The TRF is a per-capita rate paid by all UW academic and administrative units and UW Medical Centers.

UW-IT is committed to using our resources efficiently and effectively to meet the present and future needs of the UW community, and to providing transparency and accountability in our use of resources.

This budget reflects several changes in reporting methodology from prior periods: Sources (Revenue) now includes Temporary Allocations and Carryover Funds, and Uses (Expenses) now includes both Regional Networks and Classroom Technology & Events, which transferred to UW-IT in FY 2014.

Metrics

UW-IT Annual Budget by Service Costs

The following table shows UW-IT's Fiscal Year 2014 annual budget allocated to service areas (listed by cost).* UW-IT's FY 2014 total annual budget is **$109,414,419.**

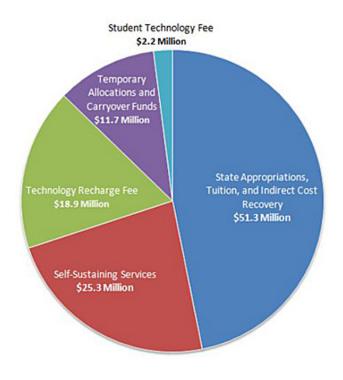| Service Area	Cost
Administrative Systems	33,416,752
Data Networks	19,603,306
Telecommunication Services	8,520,991
Classroom Technology & Events	6,021,673
Regional Networks	4,941,908
Email, Calendaring and Collaboration Tools	4,632,796
Teaching and Learning Tools	4,245,243
Information Security and Privacy	4,105,965
Managed Servers and Workstations	3,512,902
Data Center and Facilities	3,483,439
Identity and Access Management	3,375,428
Campus Software Licensing	3,002,219
Student Technology Fee–Funded Initiatives	2,216,760

Table continues

W INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Digital Asset Management and Distribution	1,541,623
Backups and Mass Storage	1,464,086
Accessible Technologies	1,157,333
Emergency Preparedness and Business Continuity	1,039,592
Office of the VP and CIO	986,276
UW Support for KEXP and UWTV	671,579
IT Consulting	572,076
Cable Television	502,004
Technology Spaces and Labs	400,467
Total	**$109,414,419**

UW-IT FY 2014 Funding by Source

Funding Source	Cost	Percent
State Appropriations, Tuition and Indirect Cost Recovery	51,260,994	47%
Self-Sustaining Services	25,297,026	23%
Technology Recharge Fee	18,896,903	17%
Temporary Allocations and Carryover Funds	11,742,736	11%
Student Technology Fee	2,216,760	2%
Total Funding	**$109,414,419**	**100%**

Student Technology Fee
$2.2 Million

Temporary Allocations and Carryover Funds
$11.7 Million

Technology Recharge Fee
$18.9 Million

Self-Sustaining Services
$25.3 Million

State Appropriations, Tuition, and Indirect Cost Recovery
$51.3 Million

W INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

2. Support for Strategic Goals

Introduction

UW-IT's strategic plan, updated in January 2014, identifies seven key goals to support UW-IT's mission and meet the University's current and future information technology needs. Connecting UW-IT's priority projects to our strategic goals is key to ensuring that our organization is focused on the right priorities in support of the University.

This section shows how current UW-IT projects support our strategic goals.

UW-IT Strategic Plan: Strategic Goals

1. **Provide Superior Infrastructure:** Deliver highly functional, reliable and invisible infrastructure that just works—and doesn't get in the way.

2. **Enhance Collaboration:** Provide excellent productivity tools, and enable easy, secure collaboration with partners at the UW and beyond.

3. **Enable Innovative Teaching and Learning:** Provide technology to support and improve the teaching and learning experience.

4. **Support World-Class Research:** Support UW research with up-to-date tools and resources.

5. **Modernize Information and Business Systems:** Provide modern, flexible and integrated business information systems to support a complex, global research institution and access to better business information for planning and analysis.

6. **Reduce Enterprise Risk:** Support UW's risk management objectives by promoting privacy, security, business continuity and compliance.

7. *Better IT Management:* Improve operational efficiency and transparency of UW-IT.

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Strategic Framework for IT at the University

This framework shows how UW-IT's vision, mission and strategic goals support the mission of the University:

Context	➤ **Discovery** is at the heart of our University
	    ➤ **Collaboration** is at the heart of discovery and learning
	        ➤ **IT** is at the heart of collaboration

Vision	Our community has safe and simple access to information services across time, space, device and organizational boundaries. Our organization is a trusted, sought-after partner, passionate about using IT to improve the UW, via responsive systems, processes and advice.

Mission	1. **Enable students, faculty and staff to be more effective**
	    o Tear down the walls (barriers to collaboration)
	    o Build bridges (among disparate systems and communities)
	2. **Help UW manage risks and resources**
	    o Provide efficient IT services and excellent counsel
	    o Prevent or prepare for and mitigate adverse incidents
	3. **Encourage collaboration, creativity and UW's competitiveness**
	    o Anticipate future IT needs; foster innovation, transformation

Drivers	Collaboration, Mobility, BYOD*, Cloud, Personalization, Big Data
Goals	1. **Provide Superior Infrastructure** 2. **Enhance Collaboration** 3. **Enable Innovative Teaching and Learning** 4. **Support World-Class Research** 5. **Modernize Information and Business Systems** 6. **Reduce Enterprise Risk** (privacy, security, continuity, compliance) 7. **Better IT Management** (operational efficiency, transparency)
Foundation	Guiding Principles • Value integrity, collaboration, creativity, service, accountability • Continuous improvement, agility, transparency, data-driven decisions Approach • Engage: Listen, anticipate, communicate, execute, evaluate • Focus on service management • Focus on cost management and transparency • Anticipate future needs / trends (strategic pre-positioning of the UW)
Assessment	Key Performance Indicators (e.g., customer satisfaction, availability)

* Bring Your Own Device

W INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Metrics

Specific Projects That Support UW-IT's Strategic Goals

The table below shows the specific UW-IT priority projects that support each key strategic goal. The projects included are active, approved or completed projects for Fiscal Year 2014, as of February 2014.

Strategic Goal	Supporting Projects
1. Provide Superior Infrastructure	
	Architecture Planning for Enterprise Web Services and Events (complete)
	eduroam (complete)
	K-20 Operations Expansion
	Telecommunications Upgrade Phase 3: Core System Migration
	Tivoli Storage Manager (TSM) Reconfiguration Service (complete)
	Web Services and Events Re-architecture Prototype (complete)
	WiFi Technology Refresh FY 2014
2. Enhance Collaboration	
	Exchange Online (Office 365) – Migration from UW Local Exchange and Windows Live
	Office 365 Planning (complete)
	Office 365 - UW Lync Online (complete)
	Office 365 - UW SkyDrive Pro (complete)
3. Enable Innovative Teaching and Learning	
	Academic & Collaborative Applications (ACA) Service Metrics Scoping Study (complete)
	Course Availability Notifications (complete)
	Curriculum Management Catalog Management
	Deployment of Canvas LMS Phase 2 (complete)
	eTexts Pilot (complete)
	Lecture Capture 2.0: Phase 1 - Panopto Assessment and Service Design Coordination
	MyPlan, Year 2 (complete)
	MyUW Rebuild Phase 1: Student Content
4. Support World-Class Research	
	Campus Research Environment
	Pacific Northwest Gigapop (PNWGP) WA 40G Network
	UW Public Cloud Infrastructure as a Service

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

5. Modernize Information & Business Systems

Business Intelligence Visualization
Curriculum Management Course Management
Enterprise Document Management System (EDMS) Implementation Project
Enterprise Data Warehouse (EDW) Infrastructure Renewal
Financial Accounts Grouping (complete)
Financial Management System Billing & Reports Enhancements
HR/P Replacement System Procurement & Contract Negotiations
Kuali Rice Development (complete)
Mainframe Platform Technology Refresh Evaluation - 2014
Procure to Pay Initiative
Recruiter 2.0 Deployment
Seattle Domestic Undergraduate Admissions Modernization: Analysis/Design
Student Application History (complete)
Tableau Business Intelligence Tools Enterprise Pilot (complete)
Upgrade Enterprise (Storage Area Network) SAN Storage
UW-IT IM Shared Infrastructure Renewal

6. Reduce Enterprise Risk

Electronic Faculty Effort and Cost Sharing System (eFECS) Phase 4
FY14 Geographic Redundancy Project
UW Alert System Replacement (complete)
UW NetID Password Policy Foundations Project (complete)

7. Better IT Management

IT Connect Redesign - Design and Deploy (complete)
IT Service Management (ITSM) Implementation - Program Planning (complete)
ITSM Implementation Project 1 - Incident Management/Request Fulfillment
Service Desk Integration with Help Desks
UW-IT Financial Management System Implementation

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

3. Customer Satisfaction

Introduction

Measuring and improving customer satisfaction is critical to ensuring UW-IT is meeting our mission to enable students, faculty and staff to be more effective. UW-IT strives to be the partner and provider of choice for the UW community, and toward that goal, seeks customer feedback in these ways:

- **Continual customer feedback:** Starting in July 2014, UW-IT will send short (two-to-three question) surveys to random individual customers who requested a service or reported an incident. This will provide continuous and immediate feedback so we can respond quickly to customer needs.

- **Annual customer satisfaction survey:** This large survey (of at least 2,000 users) is sent to a random sample of UW students, faculty and staff to gather input about satisfaction with UW-IT services and support received for those services. The most recent survey was conducted in 2011. The next survey is scheduled for spring 2015, and will be conducted annually thereafter.

Action Plan

The table below shows key UW-IT projects underway, as of **February 2014**, to improve UW-IT services.

UW-IT Project	Description	UW-IT Strategic Goal
Kuali Student Curriculum Management	Modern Web application providing transparent curriculum approval process; simplified course catalog update process; and a single source for all course and program data for enterprise reporting. Enables Registrar and curriculum administrators to analyze, manage and publish UW's courses and programs.	Enable Innovative Teaching and Learning
Enterprise Document Management System (EDMS)	Central system for digitizing and storing electronic documents; will automate manual, paper-based business processes; enable secure document access; improve record-retention compliance; support better cross-department collaboration; and save paper.	Modernize Information & Business Systems
UW Exchange Online (part of MS Office 365)	Cloud-based email/calendar service with 50GB of mailbox storage per user; covered by Technology Recharge Fee.	Enhance Collaboration

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Geographic Redundancy	Provides for emergency-related business continuity through ability to operate critical administrative systems from locations outside the Pacific NW seismic area.	Provide Superior Infrastructure
HR/P Systems Replacement	Integrated, modern system that will transform the infrastructure supporting UW's workforce; will significantly improve critical HR and payroll functions, strengthen regulatory compliance, deliver better information for decision making, and produce substantial efficiencies and productivity gains for UW units.	Modernize Information & Business Systems
IT Service Management	Toolset to streamline and improve UW-IT customer service; will support the lifecycle of IT services, create a self-help knowledge base, establish standard terminology for IT issues and address duplicate UW-IT services.	Better IT Management (operational efficiency, transparency)
Recruiter 2.0	Recruitment and admissions system offering more integrated approach to recruitment and applicant communications; offers performance tracking and analysis tools and provides greater efficiencies in admissions reviews.	Enable Innovative Teaching and Learning
Service/Help Desk Integration	UW-IT help desk unification for better, more efficient service, including single-point-of-contact email and phone for customer assistance; will ultimately offer all services 24 x 7 x 365.	Better IT Management (operational efficiency, transparency)

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

4. Employee Satisfaction

Introduction

The essence of any good technology organization is good people. Measuring employee satisfaction—and then taking steps to enhance it—is essential to attracting and retaining the caliber of staff needed to deliver high-quality IT services to the UW community.
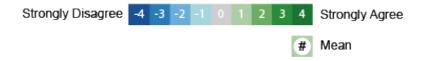
UW-IT measures employee satisfaction annually through an anonymous survey that asks staff to rank factors that make an exemplary organization. UW-IT senior leadership then develops an action plan based upon the results. The 2013 results and action plan for 2014 are below.

December 2013 survey results

The most recent staff survey was conducted in December 2013. About 37 percent of staff (256 employees) completed the survey, rating 16 aspects of an exemplary organization on a nine-point scale. Staff ranked each aspect from strongly disagree to strongly agree. The results show positive ratings in all aspects, with the highest scores in pride in work, empowered staff, and work and life balance.

Legend and rankings

The numbers inside the circles show the averages from all responses for each aspect.

Strongly Disagree -4 -3 -2 -1 0 1 2 3 4 Strongly Agree

Mean

The graph on the next page shows the survey results.

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Employee satisfaction survey results

Theme	Aspect	
Continuous Improvement	Experimentation and risk-taking	1.19
	Opportunities for development	1.45
	Proactive thinking and progressive action	0.55
Effective Tools and Processes	Effective and high-quality tools	0.65
	Effective governance and decision-making	0.25
	Empowered staff	1.79
Fulfilling Relationships	Collaboration with colleagues	0.57
	Effective leadership	1.15
Meaningful Work	Challenging and rewarding work	1.52
	Clear vision, mission and goals	1.06
	Pride in work	2.10
Open Communication	Informed staff	0.96
	Open to input and ideas	1.71
Supportive Environment	Appreciated and valued	1.36
	Financially stable organization	1.52
	Work and life balance	1.77

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

Action plan for 2014

In response to the survey, UW-IT's senior leadership team developed an action plan for 2014 focused on achieving six major goals:

1. Increase staff understanding, knowledge and use of the Dynamics AX financial management system and UW Connect service management system, both new tools being used by UW-IT staff
2. Clarify roles and responsibilities of different types of managers, including functional manager, service manager and project manager
3. Increase understanding of internal and external governance
4. Implement a resource planning process
5. Identify a core set of required tools for staff, and provide training
6. Provide increased transparency using improvement and organizational metrics

Key improvements from previous action plans

The following organizational improvements have been made in response to previous action plans:

- Offer workshops in such areas as presentation excellence, communications and staff retention
- Support an organization-wide Recognition Committee to recognize staff contributions
- Launch a Leadership Development Program to advance professional growth
- Implement quarterly "Leap Forward" days to encourage innovation, collaboration and creative thinking
- Implement "No Meeting" days to allow staff to focus on their work
- Establish a new Organizational Development unit to recognize the importance of this work

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON

5. Peer Benchmarking (2011 & 2012 comparison)

Introduction

UW Information Technology engages in peer benchmarking through the EDUCAUSE Core Data Service. EDUCAUSE, a nonprofit association with the mission of advancing higher education by promoting the intelligent use of information technology, conducts an annual survey with participation from more than 800 higher education institutions. This section shows key peer comparisons from the 2011 and 2012 EDUCAUSE surveys.

Note: This information will be updated once 2013 EDUCAUSE data becomes available.

Metrics

2011 and 2012 EDUCAUSE Core Data Peer Comparisons

The following tables represent data from the October 2011 and 2012 EDUCAUSE Core Data Service Almanac Doctorate/Research Institutions (DR EXT and DR INT) reports.* The tables also show UW-IT-specific information based upon UW-IT's responses to the 2011 and 2012 surveys.

The EDUCAUSE Doctoral/Research (EDUCAUSE DR) report provides data from the doctorate/research institutions that responded to the 2011 and 2012 surveys and reflects data from FY 2010 and FY 2011. The EDUCAUSE Doctoral/Research Institution statistics are either an estimated proportion of the population or an estimated median (rather than a mean).

IT Funding, Budget and Costs

Area	EDUCAUSE DR 2011	UW 2011	EDUCAUSE DR 2012	UW-IT 2012
Total central IT funding as percentage of institutional budget	3%	2.2%	4%	2.3%
Total central IT funding per institutional FTE (faculty and staff)	$4,713	$4,336	$5,004	$4,752
Total central IT funding per institutional FTE (students, faculty and staff)	$981	$1,276	$985	$1,397

EDUCAUSE uses the 2000 Carnegie Classification, with DR EXT referring to Doctoral/Research Universities–Extensive, and DR INT referring to Doctoral/Research Universities–Intensive. For more information about these classifications see http://www.educause.edu/Carnegie2000.

INFORMATION TECHNOLOGY
UNIVERSITY of WASHINGTON

The IT Organization

Area	EDUCAUSE DR 2011	UW 2011	EDUCAUSE DR 2012	UW-IT 2012
Central IT staff as a percentage of total institutional IT staff	63%	34%	63%	34%
Central IT staff as a percentage of total institutional staff FTEs		2.4%	4%	2.4%

IT in Support of Teaching and Learning

Learning Technologies most commonly deployed			
2011 Data		**2012 Data**	
60%	Document management tools (UW-Broadly)	68%	Distance learning: Local students and remote instructor (UW-Broadly)
45%	Hybrid courses (UW- Broadly)	66%	Simulation (UW - Sparsely)
35%	Collaboration tools (UW- Broadly)	64%	Document management tools (UW-Broadly)
34%	Interactive learning (UW- Sparsely)	64%	Twitter (UW- Sparsely)
33%	Distance Learning: local instructor and remote students (UW- Sparsely)	58%	Blogs (UW- Sparsely)

Learning Technologies most commonly being considered, planned, or sparsely deployed			
2011 Data		**2012 Data**	
85%	Simulation (UW- Sparsely)	39%	E-books (UW- Sparsely)
84%	E-textbooks (UW- Sparsely)	39%	E-textbooks (UW- Sparsely)
84%	Twitter (UW- Sparsely)	38%	Open content (UW- Sparsely)
78%	Distance learning: remote instructor and local students (UW- Sparsely)	33%	E-portfolios (UW- Broadly)
77%	Tie: E-books, (UW- Experimenting) Facebook (UW- Sparsely)	32%	Gaming (UW- Sparsely)

W INFORMATION TECHNOLOGY
UNIVERSITY of WASHINGTON

IT Operations and Infrastructure

Area	EDUCAUSE DR 2011	UW-IT 2011	EDUCAUSE DR 2012	UW-IT 2012
Servers that are virtualized	40%	30%	47%	35%
Data center occupancy			65%	57%

Information Security

Area	EDUCAUSE DR 2011	UW-IT 2011	EDUCAUSE DR 2012	UW-IT 2012
Institutional FTEs (faculty and staff) per information security staff	1,020	907	948	1,143
Institutional FTEs (students, faculty, and staff) per information security staff	4,992	3,083	4,553	3887

INFORMATION TECHNOLOGY
UNIVERSITY *of* WASHINGTON