UW-IT Metrics

Fiscal Year 2015

January 2015

W INFORMATION TECHNOLOGY

UNIVERSITY *of* WASHINGTON

Contents

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Overview

This report provides Fiscal Year 2015 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 2014 Annual Report: /uwit/reports/annual.html

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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 Media Assets 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 KEXP

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1. Finances

Introduction

UW-IT manages an annual budget of approximately $107 million to provide support to the University community through the service areas listed below. Almost 50 percent ($51,467,735) of UW-IT's FY 2015 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 $32,279,747 in UW central funds and $19,187,988 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.

Metrics

UW-IT Annual Budget by Service Costs

The following table shows UW-IT's Fiscal Year 2015 annual budget allocated to service areas (listed by cost). UW-IT's FY 2015 total annual budget is **$107,447,890.**

FY 2015: UW-IT Annual Budget by Service Costs	
Service Area	**Cost**
Administrative Systems	29,592,729
Data Networks	20,494,478
Telecommunication Services	8,495,605
Managed Servers and Workstations	7,489,534
Classroom Technology & Events	5,109,873
Email, Calendaring and Collaboration Tools	4,487,163
Information Security and Privacy	4,393,112
Teaching and Learning Tools	4,249,081
Regional Networks	4,166,893
Data Center and Facilities	3,893,884
Campus Software Licensing	3,712,107

Table continues

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Identity and Access Management	3,002,013
Digital Media Assets and Distribution	1,631,636
Backups and Mass Storage	1,543,539
Emergency Preparedness and Business Continuity	1,202,813
Student Technology Fee–Funded Initiatives	1,094,061
Office of the VP and CIO	641,759
Accessible Technologies	631,197
Technology Spaces and Labs	596,083
Cable Television	488,051
IT Consulting	337,372
UW Support for KEXP	194,907
Total	**$107,447,890**

UW-IT FY 2015 Funding by Source

FY 2015: UW-IT Funding by Source		
Funding Source	**Cost**	**Percent**
State Appropriations, Tuition and Indirect Cost Recovery	51,618,232	48%
Self-Sustaining Services	22,393,947	21%
Technology Recharge Fee	19,187,988	18%
Temporary Allocations and Carryover Funds	13,153,662	12%
Student Technology Fee	1,094,061	1%
Total Funding	**$107,447,890**	**100%**

Student Technology Fee $1.1 Million

Temporary Allocations and Carryover Funds $13.2 Million

Technology Recharge Fee $19.2 Million

State Appropriations, Tuition and Indirect Cost Recovery $51.6 Million

Self-Sustaining Services $22.4 Million

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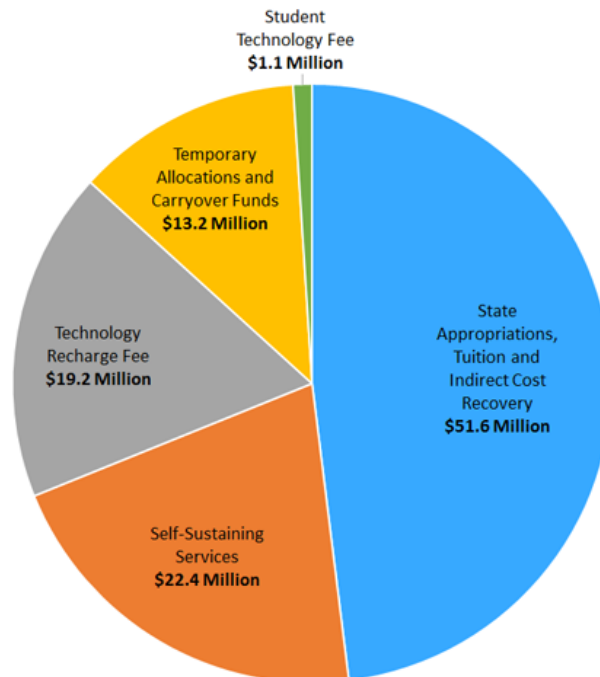
2. Support for Strategic Goals

Introduction

UW-IT's strategic plan, updated in April 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 Access to 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.

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

Drivers	Collaboration, Mobility, Consumerization, Cloud, Personalization, Big Data
Goals	1. **Provide Access to 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, respect • 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, cost and trends)

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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 2015, as of January 2015.

Strategic Goal	Supporting Projects
1. Provide Access to Excellent Infrastructure	
	Large Scale Tape Ops Integration
	Student Web Service Re-architecture, Core Components
	Telecommunications Upgrade Phase 3: Core System Migration
2. Enhance Collaboration	
	Exchange Online (Office 365) – Migration from UW Local Exchange and Windows Live
	Office 365 - UW Exchange Online General Availability
	UW/Microsoft 2015 Campus License Renewal
3. Enable Innovative Teaching and Learning	
	MyPlan: Registration, Advising and Community & Technical College Access
	Social Identity for Web Applications (Google/Facebook sign-on)
	Lecture Capture 2.0: Phase 1 - Panopto Assessment and Service Design Coordination
	My Husky Experience: Discovery Phase
	MyUW Rebuild: Student Content for a Better Mobile Experience
4. Support World-Class Research	
	Campus Research Environment - 100G, Hyak/Iolo, DMZ, Cyber tools & training
5. Modernize Information & Business Systems	
	Enterprise Data Warehouse (EDW) Infrastructure Renewal
	Enterprise Document Management System Implementation
	HR/Payroll Intersections
	HR/Payroll Modernization
	Undergraduate Admissions Modernization (UAM) Project: Seattle Domestic Freshman Integration
	UW-IT Information Management Shared Infrastructure Renewal
	Curriculum Management Implementation: Course Management
	Financial System Strategy and Readiness Assessment
	Mainframe Platform Technology Refresh
	Procure to Pay Initiative
	Technology Business Management Program - Apptio

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6. Reduce Enterprise Risk	
	Geographic Redundancy Migration
	Scalable Network IPS (Intrusion Prevention System)
	Operationalize TDAT (Technical Data Analysis Tool) for Business Continuity
7. Better IT Management	
	UW-IT 2015 Customer Satisfaction Survey
	Financial Management System Billing & Reporting Enhancements
	IT Service Management Implementation Project 1 - Incident Management/Request Fulfillment
	ITSM Implementation Project 2 - Service Catalog/Structured Requests
	Project Portfolio Management Improvements

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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:** In January 2015, UW-IT began sending short surveys (three to four questions) to individual customers who request a service or report an incident. This provides 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 faculty, staff and students to gather input about satisfaction with UW-IT services and support. The last 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 **January 2015**, to improve UW-IT services.

UW-IT Project	Description	UW-IT Strategic Goal
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
Geographic Redundancy	Provides for emergency-related business continuity through ability to operate critical administrative systems from locations outside the Pacific NW seismic area.	Provide Access to Superior Infrastructure
HR/P Systems Replacement	Integrated, modern human resources and payroll 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

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IT Service Management	Toolset to streamline and improve UW-IT customer service; will provide a unified, automated system for accessing IT services, help and resources; support the lifecycle of IT services; create a self-help knowledge base; and address duplicate UW-IT services.	Better IT Management
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
MyPlan	Web-based academic planning tool that allows students to find courses, create a multi-year education plan, track progress toward graduation and work more productively with advisers.	Enable Innovative Teaching and Learning
Scalable Network Intrusion Prevention System (IPS)	Centralized IPS on the network that manages potential risk associated with malicious network activities that could disrupt UW services and network-connected resources.	Reduce Enterprise Risk
Undergraduate Admissions Modernization	Convert the paper-intensive undergraduate admissions domestic application review to an online process supported by reviewer forms, electronic workflow and reporting dashboards. Will increase the efficiency, security and flexibility of the process to enhance the UW's ability to attract and admit high-achieving students.	Modernize Information and Business Systems
UW-IT Information Management Shared Infrastructure Renewal	Renews aging UW-IT Information Management server environments, providing for server standardization and for a highly available and geographically redundant production environment.	Modernize Information and Business Systems

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Campus Research Environment	Implement a new 100G High Speed Research Network and a major campus network backbone upgrade from 10G to 40G. Supports Big Data and a variety of network-intensive research needs, offering higher throughput access for campus researchers to resources such as Hyak and lolo, as well as easily available high-capacity network paths to research-only regional, national and international network facilities.	Support World-Class Research
Lecture Capture 2.0	Implement a reliable, easy-to-use lecture capture and video-sharing tool, Panopto, that integrates with the Canvas Learning Management system.	Enable Innovative Teaching and Learning
Procure to Pay	Streamline the procure-to-pay process and increase efficiencies by completing implementation of Ariba e-procurement to provide one tool for supplier solicitation, contract management, requisitioning, invoicing and receiving of goods and services; retire the PAS procurement system.	Modernize Information and Business Systems

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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's 2013 staff survey

UW-IT measures employee satisfaction through an anonymous survey, conducted most years, in which staff are asked to rank factors that make an exemplary organization. UW-IT senior leadership then develops an action plan based on the results. The results of the last survey, conducted in 2013 (see page 14), show positive ratings in all aspects, with the highest scores in Pride in Work, Empowered Staff, and Work and Life balance. The opportunities for continuous improvement are developed into an action plan, with the following goals.

Action plan goals for 2014 – 2015

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

Supplementing the staff survey—employee interviews

To build on the 2013 survey results and to refresh the action plan, UW-IT conducted interviews of 25 staff from across the organization to learn what they most appreciated about their work and what they would change. Interviews are ongoing and focus on what motivates staff to remain with UW-IT. The discoveries include:

People work for UW-IT because it offers:
- Engaging work and challenging problems to solve
- Meaningful and purposeful work
- Smart and helpful colleagues
- Flexibility and balance

Motivators to remain with UW-IT:
- Encouragement to apply individual strengths
- Empowerment to do job well

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- Ideas are listened to and considered
- Informal culture
- Hiring of smart people
- Open communication about strategy
- Old systems and process deprecated
- "No-meeting Fridays," held once per month

Refreshing the action plan

UW-IT's current continuous improvement focuses on:

- Building and fostering a sense of community
- Listening to ideas and insights from UW-IT staff
- Identifying what matters most to UW-IT individuals and teams

A key approach to ensuring continuous improvement involves the Vice President for UW-IT and Chief Information Officer's ongoing accessibility to staff. This includes holding monthly brown bag lunches to meet informally with staff, leading the quarterly all-staff "Town Hall" meetings, writing a blog on important issues and offering an anonymous "WebQ" for staff input. In addition, this year the VP & CIO will meet with teams and staff across the organization, engaging in ongoing conversations to learn about:

- Individual and team accomplishments
- Work people are most proud of
- Challenges we face
- Ideas for making the future better
- People who have impacted us the most

The next section provides survey result data from the last employee satisfaction survey.

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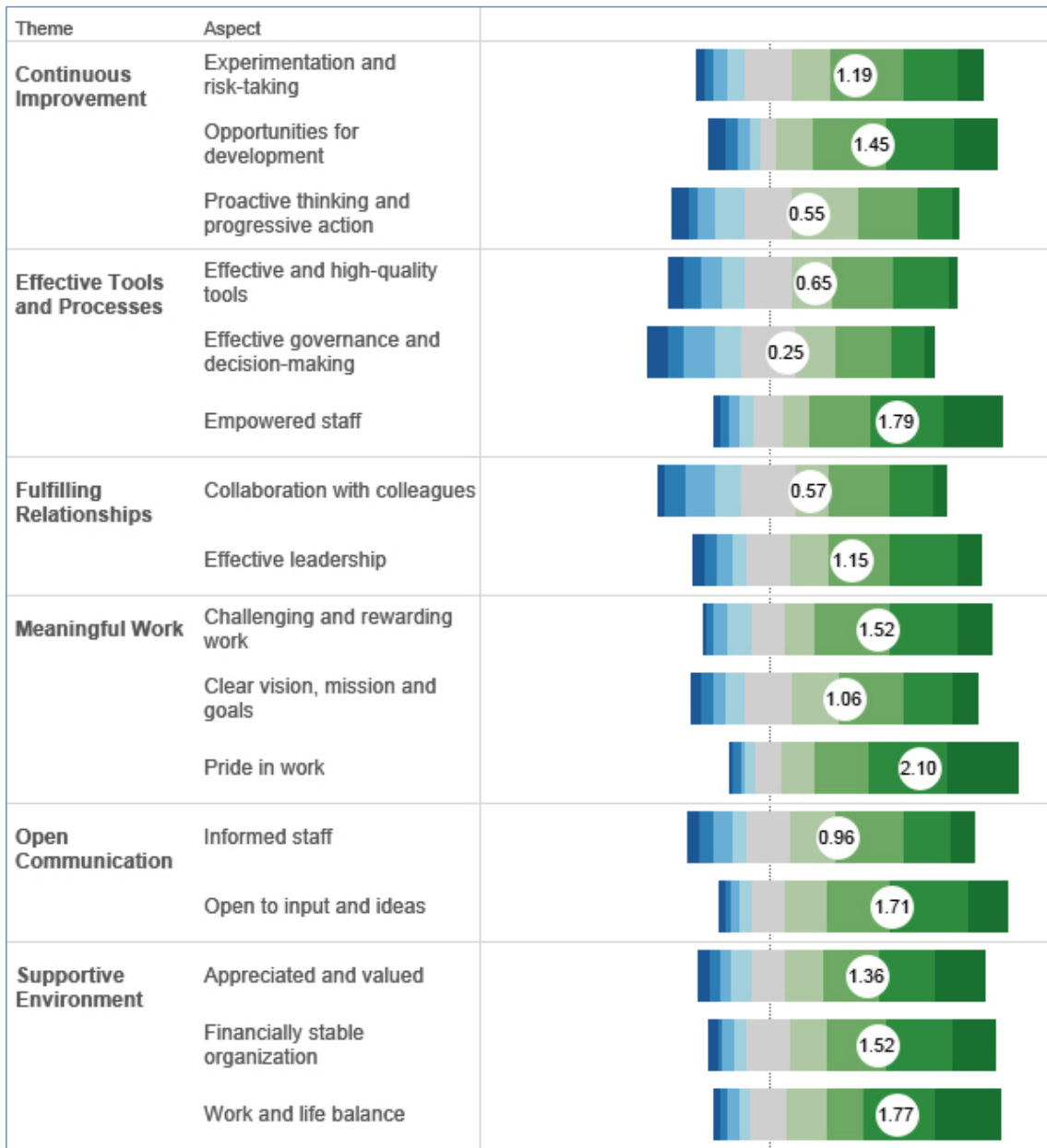
December 2013 survey results

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.

Employee satisfaction survey 2013: Legend and rankings

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

Theme	Aspect	Mean
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

Legend: Strongly Disagree -4 -3 -2 -1 0 1 2 3 4 Strongly Agree   # Mean

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5. Peer Benchmarking (2013 & 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 2012 and 2013 EDUCAUSE surveys.

Metrics

2012 and 2013 EDUCAUSE Core Data Peer Comparisons

The following tables represent data from the October 2012 and 2013 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 2012 and 2013 surveys.

The EDUCAUSE Doctoral/Research (EDUCAUSE DR) report provides data from the doctorate/research institutions that responded to the 2012 and 2013 surveys and reflects data from FY 2011 and FY 2012. 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 2012	UW 2012	EDUCAUSE DR 2013	UW-IT 2013
Total central IT funding as percentage of institutional budget	4%	2.3%	N/A	N/A
Total central IT funding per institutional FTE (faculty and staff)	$5,004	$4,752	$5,027	$5,034
Total central IT funding per institutional FTE (students, faculty and staff)	$985	$1,397	$1,151	$1,628

*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.

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The IT Organization

Area	EDUCAUSE DR 2012	UW 2012	EDUCAUSE DR 2013	UW-IT 2013
Central IT staff as a percentage of total institutional IT staff	63%	34%	N/A	N/A
Central IT staff as a percentage of total institutional staff FTEs	4%	2.4%	4.0%	2.5%

IT in Support of Teaching and Learning

Learning Technologies most commonly deployed			
2012 Data		**2013 Data**	
68%	Distance learning: Local instructor and remote students (UW-Broadly)	98%	Clickers (UW- Sparsely)
66%	Simulation (UW - Sparsely)	95%	Distance Learning: Local instructor and remote students
64%	Document management tools (UW- Broadly)	95%	Hybrid Courses (UW- Broadly)
64%	Twitter (UW- Sparsely)	91%	E-learning (UW- Broadly)
58%	Blogs (UW- Sparsely)	91%	Wikis (UW- Sparsely)

Learning Technologies most commonly being considered, planned, or sparsely deployed			
2012 Data		**2013 Data**	
39%	E-Books (UW- Sparsely)	43%	Early Alert Systems (UW Experimenting)
39%	E-Textbooks (UW- Sparsely)	39%	Gaming (UW- Sparsely)
38%	Open content (UW-Sparsely)	37%	Information Literacy (UW- Sparsely)
33%	E-Portfolios (UW- Broadly)	33%	E-Books (UW- Sparsely)
32%	Gaming (UW- Sparsely)	32%	E-Textbooks (UW- Sparsely)

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IT Operations and Infrastructure

Area	EDUCAUSE DR 2012	UW-IT 2012	EDUCAUSE DR 2013	UW-IT 2013
Data center occupancy	65%	57%	68%	76%

Information Security

Area	EDUCAUSE DR 2012	UW-IT 2012	EDUCAUSE DR 2013	UW-IT 2013
Central IT information security FTEs per 1,000 institutional FTEs	0.1%	0.1%	0.2%	0.2%

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