Technology Subcommittee Update

What is the Technology Subcommittee?

MANDATE

- Study GWITs services with an eye to moving forward.

MEMBERS

- Eric Grynaviski (Chair, CCAS)
- 12 Members
- GWIT and LAI Represented

TIMELINE

- Committee created mid-summer
- Fall focus on service and support
- Winter/Spring Focus on Computer Replacement and Organization

Reorg: A Primer

UNDERSTANDING WHAT HAPPENED

- Four sets of issues were introduced as part of reforms of GWIT
  - Reduced Staff
  - Centralized GWIT (Shared Services)
  - Shifted to CFO
  - Rapid leadership turnover and no clear plans

CRUCIAL POINT

- These reforms need to be treated separately // To the extent feasible we are studying them in isolation of one another
- Example 1: Number of IT staff is a separate question from shared services
- Example 2: Shared services is a model that does not require a specific reporting chain
- Example 3: Many universities take several years to slowly transition, doing it piece by piece (WUSTL 2015-2021). Before and after surveys were conducted to identify issues, with clear plans. GWIT transitioned in weeks with no clear plan.
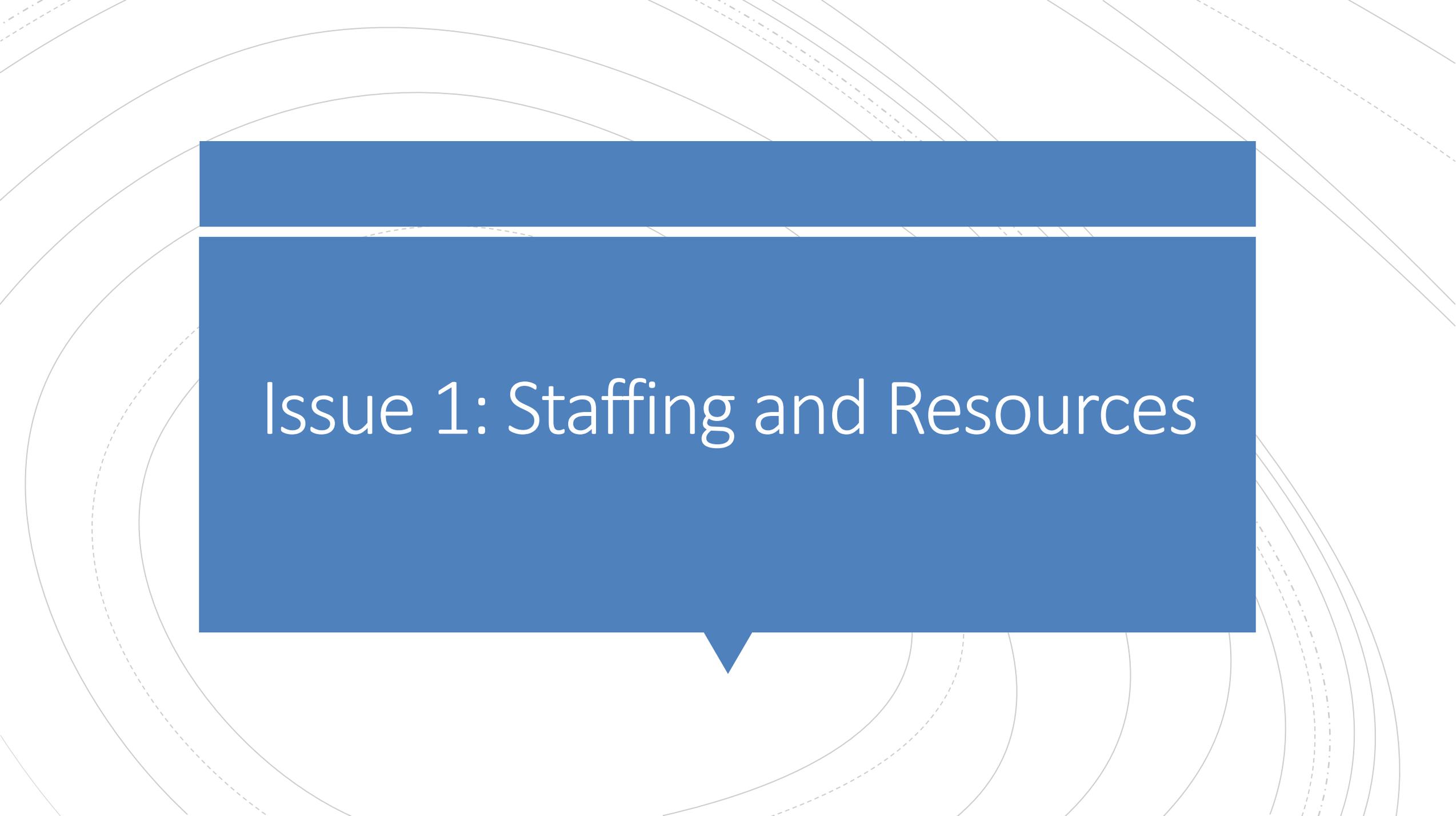
Issue 1: Staffing and Resources

A focus on service and support

- Fall meetings sought to capture service and support data
- Today briefly show two themes—
  - Classroom calls
  - Backlog

A focus on calls
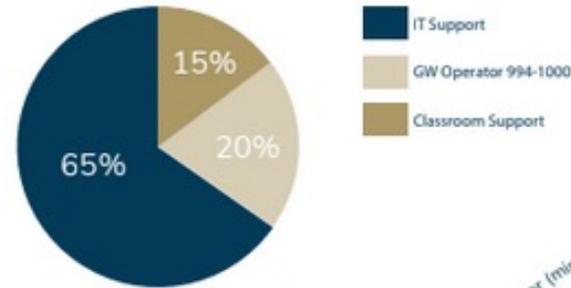
September

Incoming calls by support type
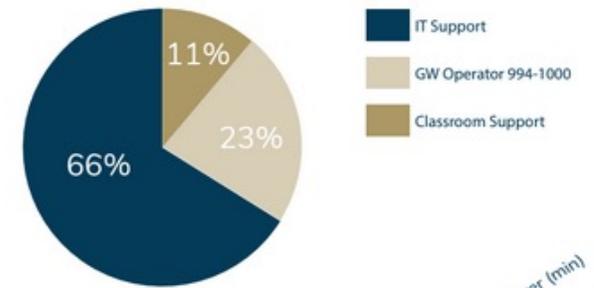
- IT Support — 65%
- GW Operator 994-1000 — 20%
- Classroom Support — 15%

| Support Type	Total calls	Calls answered	% answered	Avg speed to answer (min)	Avg time to abandon (min)	Avg handle time (min)
IT Support	4379	3024	69.0%	3:11	2:44	6:31
GW Operator	1341	807	60.1%	1:32	1:26	1:58
Classrooms	989	762	77.0%	1:19	1:20	3:55
Total	6790	4957	73.0%	2:34	2:24	5:09

October

Incoming calls by support type

- IT Support — 66%
- GW Operator 994-1000 — 23%
- Classroom Support — 11%

Support Type	Total calls	Calls answered	% answered	Avg speed to answer (min)	Avg time to abandon (min)	Avg handle time (min)
IT Support	3206	2556	79.7%	2:33	1:12	7:19
GW Operator	1108	664	59.9%	1:13	1:16	1:47
Classrooms	540	417	77.2%	1:23	1:20	3:39
Total	4854	3637	74.9%	2:11	1:13	5:48

A focus on the classroom: Dropped Calls

Weekly Classroom Support Calls

■ Calls Presented   ■ Calls Answered

	WB2021-08-01	WB2021-08-08	WB2021-08-15	WB2021-08-22	WB2021-08-29	WB2021-09-05	WB2021-09-12	WB2021-09-19	WB2021-09-26	WB2021-10-03	WB2021-10-10	WB2021-10-17	WB2021-10-24
■ Calls Presented	0	0	97	181	493	234	206	185	164	159	136	117	115
■ Calls Answered	0	0	43	133	374	180	154	149	113	127	106	85	92
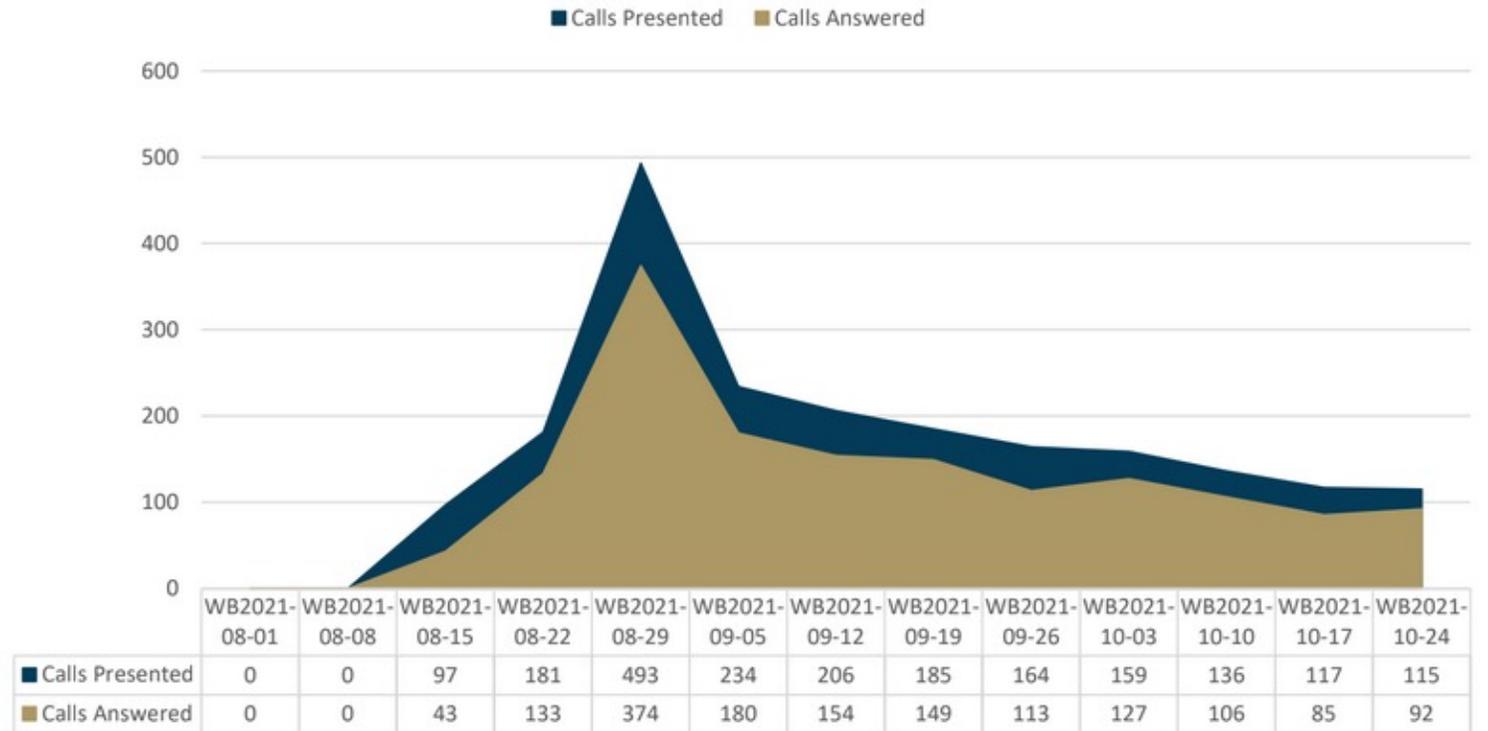
A focus on the classroom: Tickets

Weekly Classroom Support Requests (INC+WO)

Legend: — Created   — Resolved

	WB2021-08-01	WB2021-08-08	WB2021-08-15	WB2021-08-22	WB2021-08-29	WB2021-09-05	WB2021-09-12	WB2021-09-19	WB2021-09-26	WB2021-10-03	WB2021-10-10	WB2021-10-17	WB2021-10-24
Created	26	15	36	61	286	138	190	133	104	77	69	53	55
Resolved	18	9	21	42	153	127	174	132	129	97	44	129	39
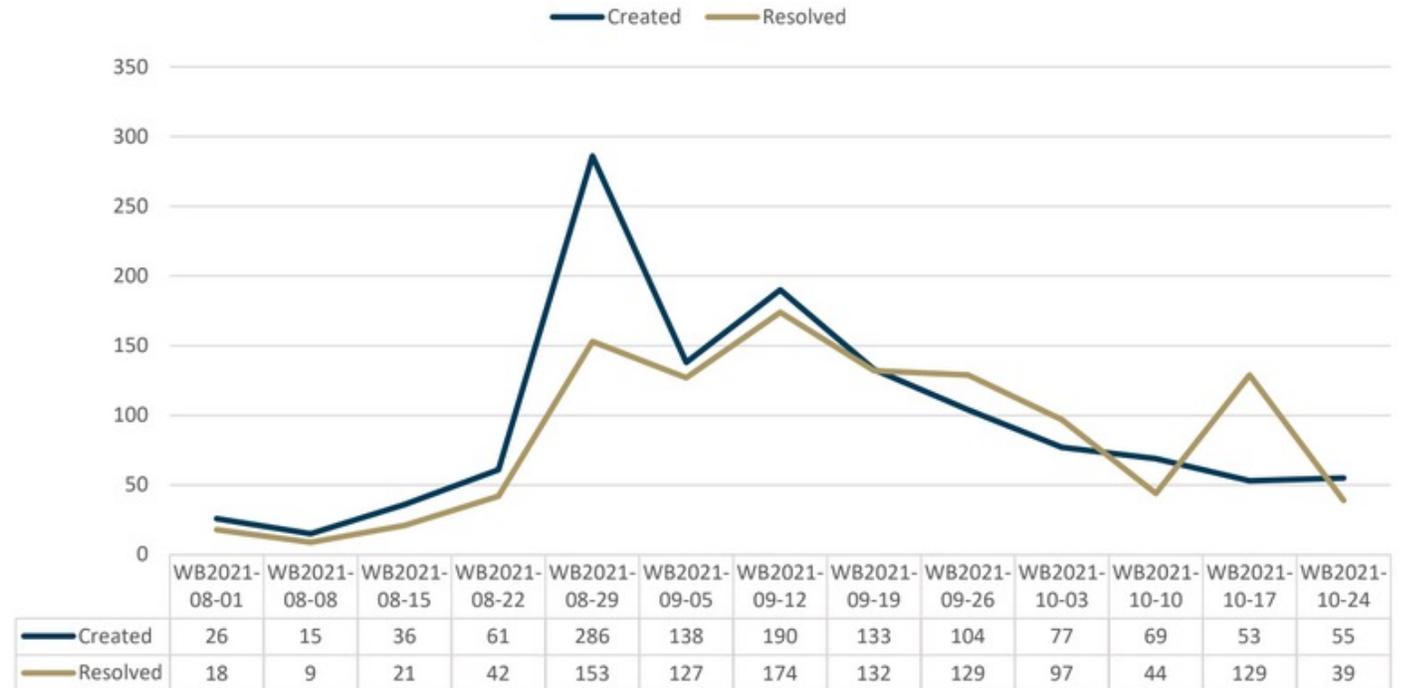
Same backlog in general tickets

Weekly Incidents

|	WB2021-08-01	WB2021-08-08	WB2021-08-15	WB2021-08-22	WB2021-08-29	WB2021-09-05	WB2021-09-12	WB2021-09-19	WB2021-09-26	WB2021-10-03	WB2021-10-10	WB2021-10-17	WB2021-10-24
Created	1258	1286	1452	1871	2409	1469	1518	1453	1448	1368	1431	1209	1194
Resolved	1202	1308	1219	1470	1958	1447	1602	1312	1446	1620	1406	1519	1258
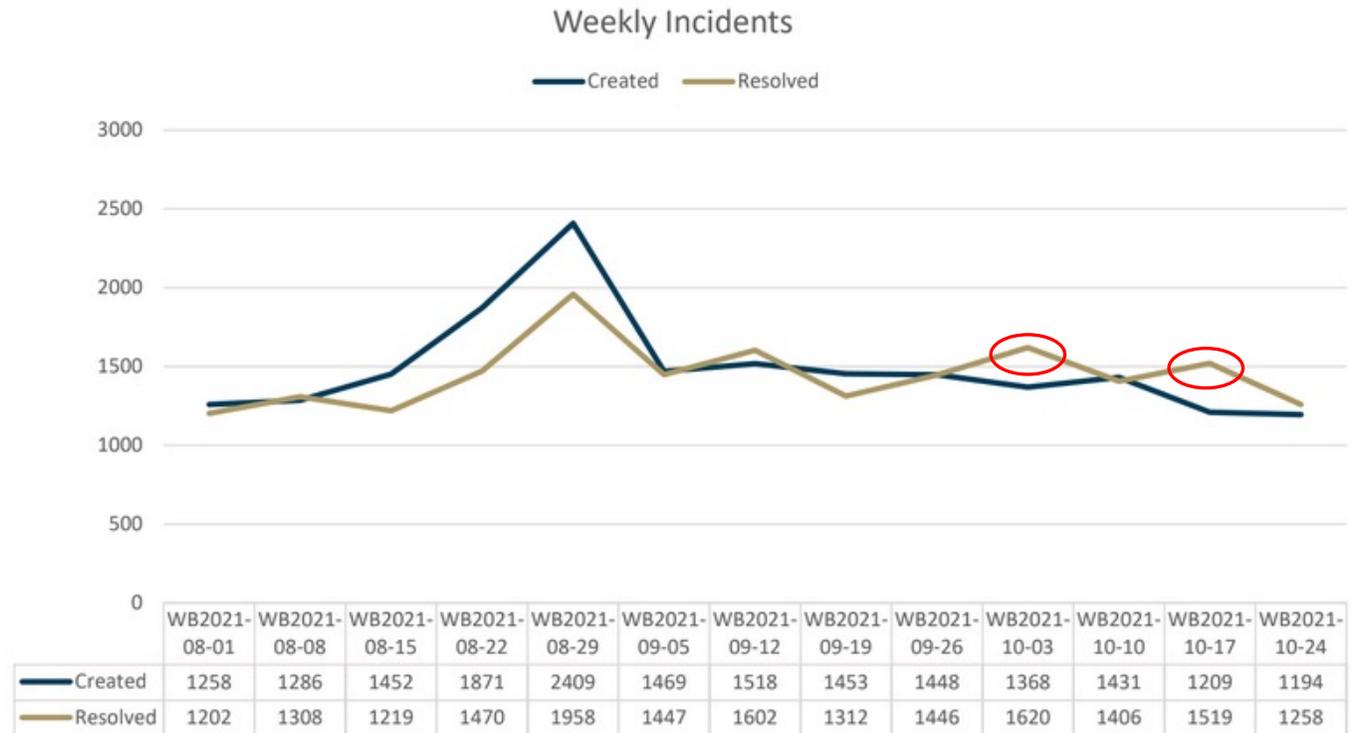
Note: Red circles indicate areas of known need for data refinement. They are instances in which a surge of closures could happen in areas of very old tickets (e.g., 12 months or longer)

By School

An example of a need for data improvement (September Data)

REQUESTS BY CUSTOMER ORGANIZATION

Admin; 3540 · CCAS; 2041 · Students, Alumni, Affiliates; 2007 · SMHS; 585 · SEAS; 363 · LAW; 331 · ESIA; 243 · GSEHD; 177 · SPH; 341 · SoB; 330 · Libraries; 109 · CPS; 89 · SoN; 53 · LAI; 38
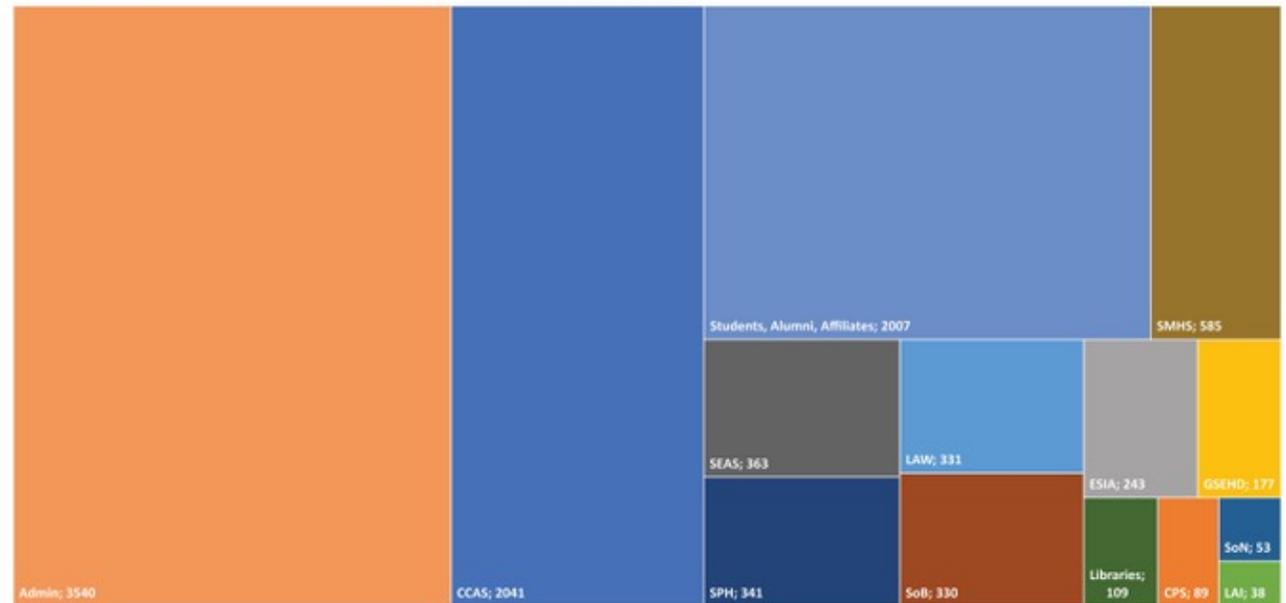
Findings from Fall focus on data

- The subcommittee believes no organizational model would be sufficient with current staffing levels.

- IT services have degraded such that many are having difficulties teaching and conducting research; this is below the minimal acceptable level of service for a modern university.
  - 1 in 4 class calls not answered in September and October
  - 1 in 3 class support calls not answered in September
  - Large and possibly growing backlog
  - Long delays until service done
  - No sustained period where IT has exceeded demand

- Concerned about further degradation, especially the staff burnout and attrition problems.

Reductions in Staff

- Given the crisis in GWIT, we have focused on resources thus far.
  - Created a set of shared expectations with GWIT for short and medium term hiring.
  - If these expectations are not met, we may send recommendations to EPT for a resolution in support of resources.

- Progress to date
  - Short term – hiring temps and additional student workers
  - Medium term – four new positions are on the way to approval (two roughly in Academic Technology and two roughly for the regional pods)
  - **This is not nearly enough and we expect more hiring.**

Next Issue: CIO

- Last year there was a failed search for a Chief Digital Officer (really CIO). The plan was to have the CIO report to the CFO.

- This search will eventually need to be started. Before the search restarts, the subcommittee believes we may need to rethink who the CIO reports to.

- Three national models
  - CIO report to President
    - Direct Report
    - Designee such as COO/CAO/CFO
  - CIO report to Provost
  - CIO dual report

- *Given recent degradation to basic university computing, we are concerned about reporting to CFO as the cost emphasis has led to reductions below the minimal acceptable level of service.*
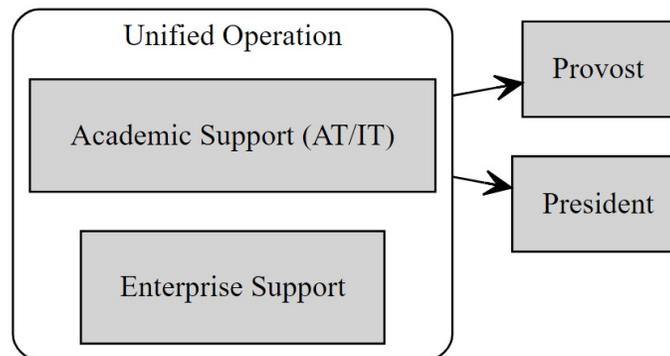
Future Issue: One Central IT or Two
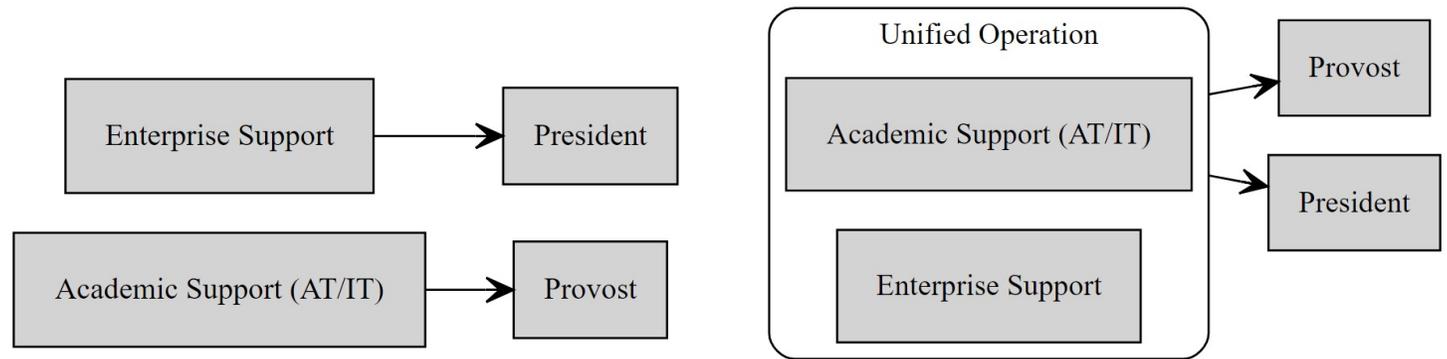
- Traditionally GWIT had two shops
  - AT/IT under Provost and Schools and Enterprise under President
- Currently has one shop
  - All presently united
- Need to study: national standard is unified as it recognizes that most enterprise systems have academic functions and may realize efficiency gains; although literature on academic IT organization emphasizes need to fit to culture of university

Future Issue: Central v Local

Single Center — Multiple "Regional" Networked Centers — Unit-based Service Pods

EFFICIENCY ⟷ RELATIONSHIPS

Source: Huron Consulting Group

- Traditionally GW had School Level Centers
  - Large schools had elaborate systems, like OTS
  - Smaller schools had limited support and depended on Central/other schools (GSEHD or ESIA)

- Today we have centers ("pods")

- Agreement that schools need more of role in their pods for customization and accountability, but…

- A return to local control would be difficult
  - Brain Drain – would need to substantially rebuild pod staff; estimates range from 1-4 years because of hiring issues and interschool competition
  - Systems absorbed or moved – as part of centralization, some systems that existed at school level have been integrated and moved to other schools' former systems (e.g., SMHS data now stored in more reliable SEAS systems).
  - IT skills are not easily transferable – we cannot mix and match staff however we like (e.g., we cannot rebuild service pods with people trained in cybersecurity).

- This issue needs more study
  - Options include status quo, return to school pods, a hybrid model where pod leaders report to dean and head of GWIT service (one model Huron describes)

Final thoughts: The transition and planning

- All literature on shared services describes very painful transitions (even among advocates). It requires careful planning.

- The transition perhaps should have been independent of drastic resource cuts.
  - The shared services model, as described by the Huron Group, is a way to invest in staff by allowing for specialization, creation of peer groups, and ladders for advancement. They describe how many universities achieve savings over time by not replacing redundant staff. These are to be "long term" savings.
  - This marks IT as different from other areas, such as HR, where universities (e.g., Michigan, OSU) used shared services as financial mitigation measures during the pandemic. The gains from IT usually need to be more incremental.

- GW has already paid the cost of one radical transition. We need to be careful before embarking on a second and carefully study the issues.

Thank the GWIT Staff