Transform IT
Enterprise University Applications (EUA)

Roadmap 2021
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.
Recommmendations in July 2020

Highest Priorities

- **Policies & Process**
  - Identify, develop, or acquire tools and methods for creating a public application catalog
  - Seed that catalog with data from this project
  - Integrate with four other sources of information:
    - Development staff
    - Network discovery tools
    - Purchasing systems
    - License servers/usage APIs
  - Create a related model for consultation services about applications to avoid future duplication of purchases and security risks

- **Purchased Applications**
  - Databases, data, analytics
    - 38 departments, 55 applications
    - $565K
  - Password Management
    - Low profile and cost: $2500
    - High risk
  - Project Management
    - 20 departments, 14 applications
    - $85K

- **Custom Software Development**
  - Initiate project to deliver custom software development on campus including:
    - Supportability
    - Consistency of tools and tech used
    - University prioritization, agility, and availability of alternatives
    - Application security
    - Establish best practices – development, intake, business analysis, QA, testing
    - Understanding and scale to demand

Clear Opportunities

- **Low Hanging Fruit**
  - Online forms, surveys
    - 14 departments, 12 applications
    - $359K
  - Events/calendar management
    - 15 departments, 18 applications
    - $113K

- **Complete Projects Underway**
  - CRM
    - 34 departments, 17 applications
    - $477K
  - Collaboration and Communications Technologies
    - 4 departments, 6 applications
    - $113K
    - Legacy tech end of life
  - Time & Attendance
    - 11 departments, 1 application
    - $150K
    - Current organizational risk

- **Shift to Enterprise Solution**
  - The team recommends that where there is currently an enterprise solution available, departments shift:
    - Office productivity
      - 42 departments, 40 applications
      - $588K
    - Team's opinion many could be focused into Dropbox and O365
    - Videoconferencing
      - 17 departments, 8 applications
      - $30K not including enterprise
    - Team recommends shift to Teams and Zoom, retirement of others
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

<table>
<thead>
<tr>
<th>Increase Efficiency</th>
<th>Reduce duplication</th>
<th>Optimize IT spending</th>
<th>Create Equity</th>
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</thead>
<tbody>
<tr>
<td>Reusability</td>
<td>Alignment and understanding of organizational function needs</td>
<td>Invest in the “right” capabilities and solutions</td>
<td>More enterprise services</td>
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<tr>
<td>Supportability</td>
<td>Meet capability requirements</td>
<td>Consolidate the spend with greater value received</td>
<td>Reduce/eliminate the “haves and have nots”+1</td>
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<tr>
<td>Maintainability</td>
<td>Adoption &amp; training</td>
<td>Ongoing visibility of IT spend and opportunity to optimize</td>
<td>Serving the greatest number of people across UO</td>
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<td>Extensibility &amp; scalability</td>
<td>Establish preferred solution providers and resources</td>
<td>Focus on total cost of ownership/operation</td>
<td>Balance ownership and commitment to success</td>
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<td>Agility</td>
<td>Improve self-service and on-demand access</td>
<td>Supporting innovation and balanced with overall prioritization</td>
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<td>Optimizing university impact</td>
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<td>Guidance for when to go with campus-wide solution or not</td>
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<td>Adherence to standards</td>
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<td>Meets regulatory requirements</td>
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**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
<table>
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<tr>
<th>Stakeholder engagement</th>
<th>Foundation</th>
<th>Realignment</th>
<th>Implementation</th>
<th>Ongoing improvement</th>
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<tbody>
<tr>
<td>University leadership, Service Advisory Boards</td>
<td>March—June/July</td>
<td>July—September</td>
<td>September—December</td>
<td>January 2022 and beyond</td>
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<td>UO IT community engagement</td>
<td>Participation in EUA workgroups</td>
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<td>EUA deliverables</td>
<td>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.</td>
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<td>• Revised SAB charters &amp; scope</td>
<td>• Current project &amp; service portfolio by capability area</td>
<td>• Review portfolios with SABs &amp; other governing committees</td>
<td>• Facilitate ongoing governance &amp; manage service portfolios</td>
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<td>• Consulting and enterprise architecture functions</td>
<td>• Future state target architecture</td>
<td>• Searchable catalog development</td>
<td>• Project framework &amp; plans</td>
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<td>• Capability mapping</td>
<td>• Current state UO conceptual data model</td>
<td>• Opportunity Assessments model</td>
<td>• Testing framework</td>
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<td>• Technology reference map</td>
<td>• Revised service definitions</td>
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<td>• Roles &amp; responsibilities matrix for service lifecycle</td>
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<td>• Architectural assessment process</td>
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<td>• Active integration with service management framework &amp; processes</td>
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<td>• Collaboration space</td>
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Transform IT EUA Project Portfolio
Transform IT EUA Workstreams

- Architectural Review Committee
- Technology Reference Model
- Online Capability & Service Catalog
- Future State Target Architecture & Standards
- Consultation & Enterprise Architecture
- Service Advisory Board - Revisions
- Project & Service Portfolio Review by Capability Areas
- Opportunity Analysis Framework
- IT Purchase Review & Demand Management
- Consulting Engagement Model
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