Administrative Excellence
EITDM Future State

WISCONSIN
UNIVERSITY OF WISCONSIN–MADISON

Update 11/16/12

Goal Statement

1. Select and develop 3 to 5 alternate future-state models for Enterprise IT Decision-Making and evaluate each model for its ability to close the gap between current state and desired future state
2. Develop a comprehensive business case for the implementation of the selected future-state model

Project Team Members

Name	Organization
Steve Hahn – team lead	Graduate School
Phil Barak	College of Agricultural & Life Sciences
Joanne Berg	Division of Enrollment Management
Bobby Burrow	Administrative Information Mgmt. Services (AIMS)
Rhonda Davis	School of Veterinary Medicine
Karen Hanson	Division of Information Technology (DoIT)
Dan Jacobsohn	School of Education
Jennifer Klippel	Office of Budget, Planning and Analysis (OBPA)
John Krogman	Division of Information Technology (DoIT)
Bruce Maas	Office of the CIO
Greg Moses	College of Engineering
Dave Parter	College of Letters & Science (L&S)
Mike Pitterle	School of Pharmacy
Adam Fennel, Chris Slatter	Huron Consulting Group

Decision Process in Current/Future IT Environment

The University currently lacks a formal process for supporting IT decision-making; establishing a process to support IT decisions is a critical component of moving towards a managed IT environment.

Initiate	Analyze	Decide	Communicate	Assess
▪ "Multiple paths" with no defined process for project requests ▪ Decision processes often made only for new services (i.e., no periodic review of service portfolio)	▪ Option-set a function of local knowledge ▪ Informal networks currently inform option search ▪ Marginal and one-time expenses are often the only costs considered when evaluating options	▪ Internal pricing impacts system choice ▪ Departments maximize local resource efficiency ▪ Decisions may or may not be aligned with IT strategy ▪ Decision authority may not be formalized	▪ No feedback loop for departmental innovation or for piloted services ▪ Lack of transparency regarding what IT services are provided where, by whom, and at what cost (both to the user and the University)	▪ Project tracking may occur at the local level ▪ IT security considerations, and system maintenance costs are often secondary considerations

Current Process

Process Under Future Decision-Making Model

▪ "Single path" with defined points of access and entry for project requests ▪ Periodic review of the current portfolio of IT services conducted	▪ Common characteristics gathered and analyzed before decisions are made ▪ "Life cycle" costs considered in decision making	▪ Investment based on strategic priorities and consistent analysis ▪ Balance "trade-offs" based on resources available ▪ Decision rights are clearly defined	▪ Individual requests receive responses ▪ Status of current projects, including local pilots, are regularly reported	▪ Project tracking mechanisms are consistently employed for IT projects

AE – EITDM Future State

Work Team Approach

Establish Common Understanding of the Current State/Benchmarking	Develop High-Level Future State Structures	Finalize Proposed Structure
✓ Review EITDM Current State team findings	➢ Develop a list of desired future state characteristics	• Draft final recommendation and supporting business case
✓ Establish strengths and challenges of current state	➢ Conduct listening session with campus stakeholders	• Finalize deliverables
✓ Select benchmark institutions, conduct interviews, and develop/review case studies	➢ Identify 3 to 5 alternative future state models	
	➢ Develop high-level supporting process flows and conduct "straw man" evaluation	
Completed	**In Process**	

Executive Retreat – review alternatives and receive feedback

The team has focused significant effort on conducting benchmarking, and synthesizing findings.

Benchmark Institution Selection Process

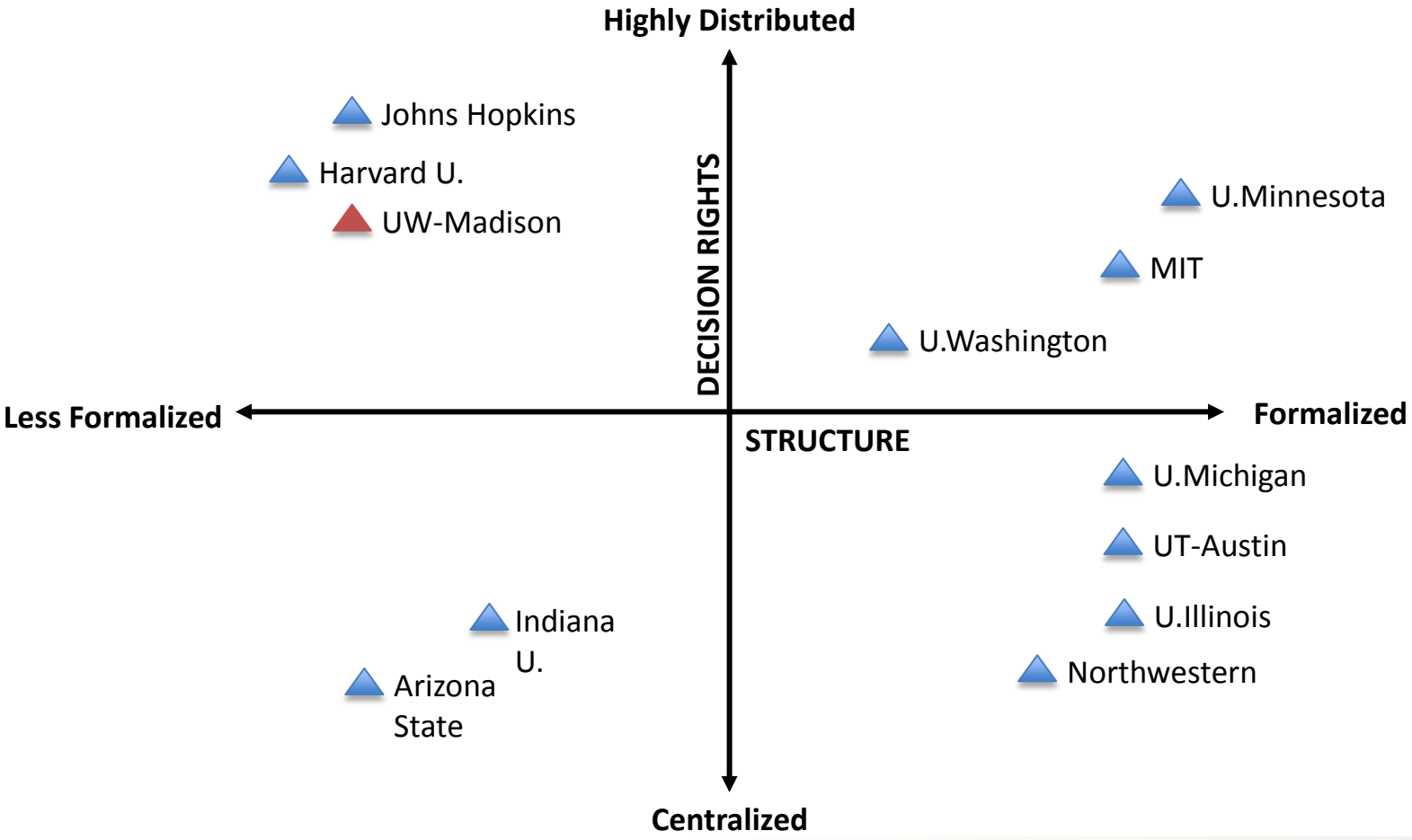
Benchmark institutions were selected for interviews based on a variety of institutional characteristics, including membership in collaborative IT organizations and/or a reputation as an IT decision-making thought leader.

Institution	RUCC	CIC	CSG	Common Sense
Indiana University	x	x		x
Johns Hopkins University	x			
Massachusetts Institute of Technology	x		x	
Arizona State University				x
Northwestern University	x	x		
University of California - Berkeley	x		x	x
University of Illinois		x	x	
University of Michigan		x	x	x
University of Minnesota		x	x	
University of Texas - Austin	x			x
University of Washington	x		x	

KEY:
RUCC: Research University CIO Conclave
CSG: Common Solutions Group
"Common Sense": Opinion of UW IT Policy office & AE team members

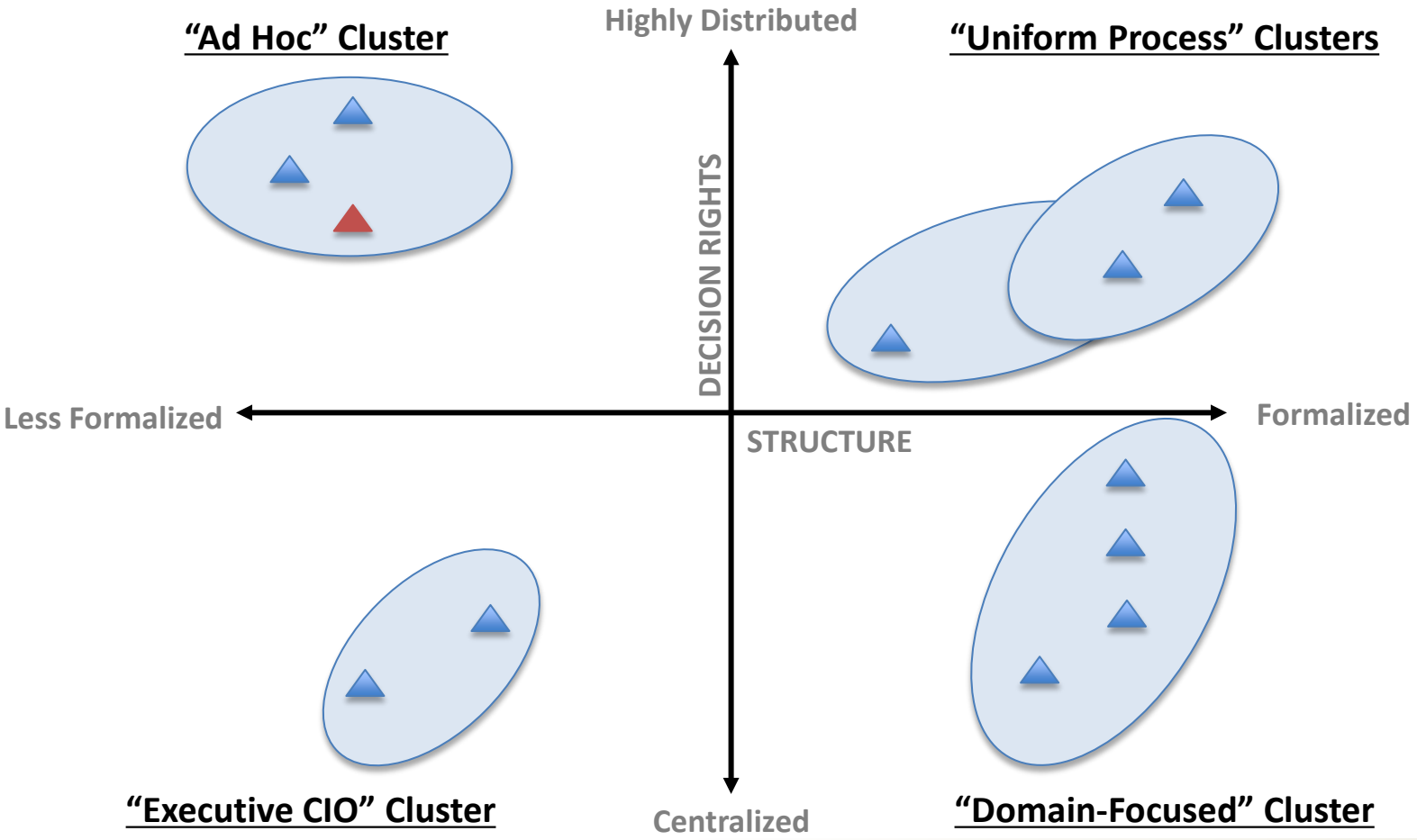
Benchmarking Findings – IT Decision-Making Models

Illustrative – For Discussion Only



IT Decision-Making Models

Illustrative – For Discussion Only



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Executive Retreat – review alternatives and receive feedback

The team is transitioning its focus from benchmarking to discussions of what a UW-Madison structure and process might look like in each of the clusters identified.

Working Draft Future-State Characteristics

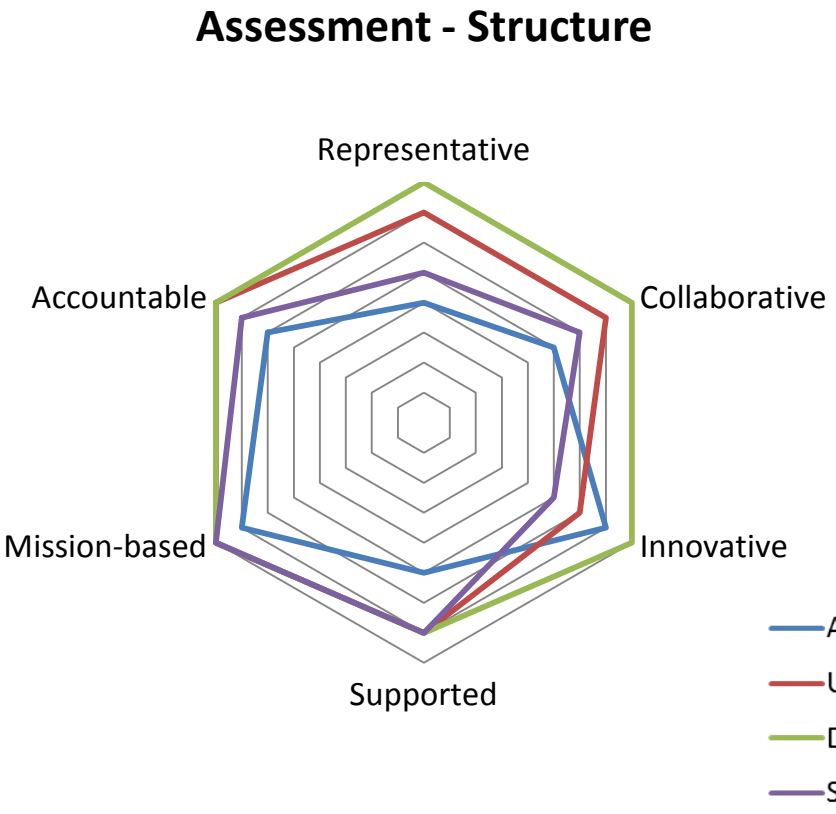
Process

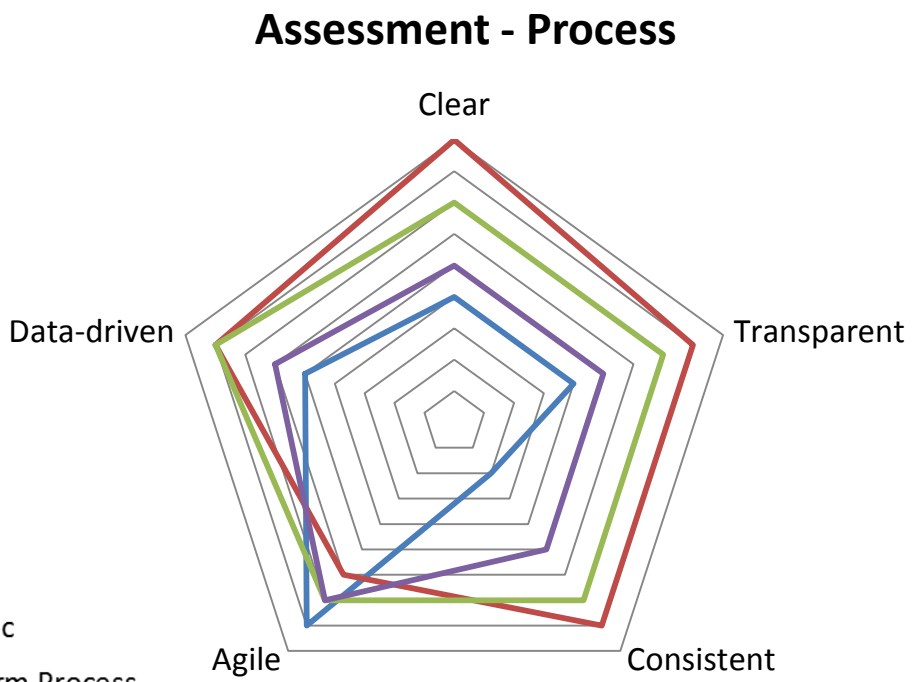
- *Clear:* Establish clear process and entry points into the model
- *Transparent:* Document and communicate decisions and rationale
- *Consistent:* Principles, policies, and procedures are consistently applied
- *Agile:* Provide flexibility for quick response
- *Data-driven:* Focus on developing and leveraging high-quality data to support decision-making

Structure

- *Representative:* Provide for appropriate representation of various constituency groups across campus
- *Collaborative:* Enable "cross talk" across (and within) areas and stakeholders
- *Innovative:* Stimulate innovation as a common goal
- *Supported:* Invest in staff and resources to enable informed decision-making
- *Mission-based:* Align with the University's strategic and mission-related goals
- *Accountable:* Each "organization" has goals and is measured against them on a periodic basis

Assessment – IT Decision-Making Models





The team currently has six draft characteristics for structure and five for process. This type of graphical representation may be used to assess the alignment of potential models with these characteristics.