**Administrative Excellence Advisory Committee**

<table>
<thead>
<tr>
<th>Date:</th>
<th>Thursday, July 7, 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start/End Time:</td>
<td>10 am to noon</td>
</tr>
<tr>
<td>Location:</td>
<td>260 Bascom Hall</td>
</tr>
</tbody>
</table>

**Present:**
- Members: Brad Barham (Chair), Brandon Williams, Mark Bugher, Irwin Goldman, Julie Underwood, Aaron Crandall, JoBeth Dudley, Anne Mekschun, Jeff Shokler, Bethany Pluymers
- Ex Officio: John Krogman, Kim Moreland, Don Miner, Alan Fish, Joanne Berg, Bruce Maas
- Invited Guests: Provost Paul DeLuca, Vice Chancellor for Administration Darrell Bazzell
- Staff: Alice Gustafson (Project Manager), Scott Hildebrand, Barb Burchfield, Eden Inoway-Ronnie, Stacy Forster
- Huron Consultants: Greg Bedell, Scott Friedman, Mike Phillips, Adam Fennel

**Unable to attend:** Bob Lavigna

--- MEETING NOTES---

**Highlighted Activities:**

**Agenda Review and Announcements** –
Brad Barham welcomed the committee and asked members to introduce themselves. Brad previewed the agenda, noting that the committee would focus today on IT Business Cases and Strategic Sourcing.

**Communication plan update** –
Scott Hildebrand and Alice Gustafson summarized a draft communications plan for the Administrative Excellence initiative. Scott said the draft was prepared by a team involving Alice, Scott, Barb Burchfield and Amy Toburen, Dennis Chaptman and Stacy Forster of University Communications. The plan covers communication strategy, core audiences, goals, messages and vehicles for communicating. Scott reminded the group that regular updates are on the AE website at [http://adminexcellence.wisc.edu/](http://adminexcellence.wisc.edu/).

**Huron updates** –
Scott Friedman said Huron has begun its review of Business Services. He also said the Advisory Committee will discuss Research Administration the meeting after next.

**Areas of review** –
**IT Business Cases** –
Huron consultants said they organized today’s presentation around the current state of IT services, the future state, and factors that inhibit change. Mike Phillips of Huron said IT services
on campus have evolved over time, with two central service areas (DoIT and AIMS) and numerous distributed areas at various levels providing a range of services. He noted that, based on a review of job titles, DoIT accounts for about 35% of IT FTE positions on campus. He said it is very difficult to determine the total resources committed to IT on campus. Duplication of services increases the overall cost of services, he said.

Mike Phillips said a key recommendation from Huron is for the campus to move toward a “managed” IT environment, which requires a more proactive approach, a higher degree of collaboration, service level specification and accountability. He said a managed IT system seeks to create a set of processes in which IT investments are planned and are linked to IT and University strategies. In order to achieve a managed state, UW-Madison must address three primary elements of the current state: (1.) Funding models, (2.) Governance, and (3.) IT policies and policy enforcement. Mike said existing IT policies are focused on compliance and risk avoidance rather than on defining expected behavior regarding IT investment.

John Krogman said there are no surprises in Huron’s review/recommendations. Through the IT strategic planning process, distributed IT personnel are aware of what’s happening and understand that we can’t continue down the same path, John said.

In the area of governance, Huron reported that the University’s current IT governance organizations provide advice to IT leadership but lack authority to set service level, approve budgets, or limit duplication of existing services. In order to more actively manage efficiency across the campus, the IT governance structure should have a role in establishing and ensuring compliance to IT policy. Implementation of a governance structure for UW-Madison should be the product of an inclusive process designed to build support and gain consensus.

Huron offered recommendations to address structural barriers to moving towards a managed IT environment. Recommendations include:

- Funding: Modify internal pricing policies for selected central services to increase utilization and reduce duplication at the divisional and departmental levels.
- Governance: Establish institution-wide IT governance with structural and process-based elements to provide the basis for moving IT to a managed system; launch a project to collect data on both the IT services provided and the overall investment in IT across the campus to provide a basis for supporting the governance processes.
- Policy: Empower governance committees to work with the IT policy office to review the scope of IT policy as it pertains to efficiency and effectiveness.

Strategic Sourcing –

The Huron consultants said their goal today with strategic sourcing was to hear feedback from the Advisory Committee on how to move forward. Huron first reported to the committee on strategic sourcing business cases at the June 2 Advisory Committee meeting.

Irwin Goldman asked the consultants what their experience has been at other institutions in terms of human costs of changes in procurement strategies. Scott Friedman said it relates to messaging and how you explain your actions. He said you have to explain how certain activities lead to higher costs for the institution and changes won’t have a great effect on an individual’s work. Scott said it’s all about messaging and how potential change is communicated to the campus and making sure that the stewardship message is front and center.

Julie Underwood used the example of recycled toner cartridges. She said we need to give people information saying there is a preferred choice, but people would still have the freedom to do what they want. She said most people will act responsibly. Jeff Shokler said he sees benefits
from phased implementation that allows freedom of choice. Such an approach will make it easier for people to accept change, he said.

Wrap up –
Brad said the Advisory Committee at its next meeting will talk more about IT and facilities issues. He said the Steering Committee was scheduled to meet July 13 to discuss strategic sourcing.

**NEXT MEETING WILL BE:**
Thursday, July 21 10 am to 11:30 am in Room 260 Bascom