Transform IT Town Hall Meeting, February 8, 2017

Handout date: February 6, 2017

In March 2016, the IT Strategic Planning Process moved forward with the appointment of an interim leadership team. Over the past 11 months, university IT professionals have come together with faculty, staff, and administration to plan and execute an effort to rebalance IT resources to meet efficiency and effectiveness goals. The process has included: employing a consultant, convening town hall meetings, conducting one-on-one and small-group discussions with many academic IT staff and OAs, and soliciting feedback from campus through online surveys. We truly appreciate the thoughtful input, internal analysis, and suggestions received from UO staff, OAs, and faculty. In this report, we describe actions taken to date as a result of the collaborative forums and input from staff, and comments sent to the Provost on the Blustain report in late summer/early fall.

"Transform IT" Survey Responses and Actions Summarized

We received 172 responses via the feedback form posted on the Provost's website. Responses from faculty, OAs, and Classified staff were fairly even as shown in Figure 1.
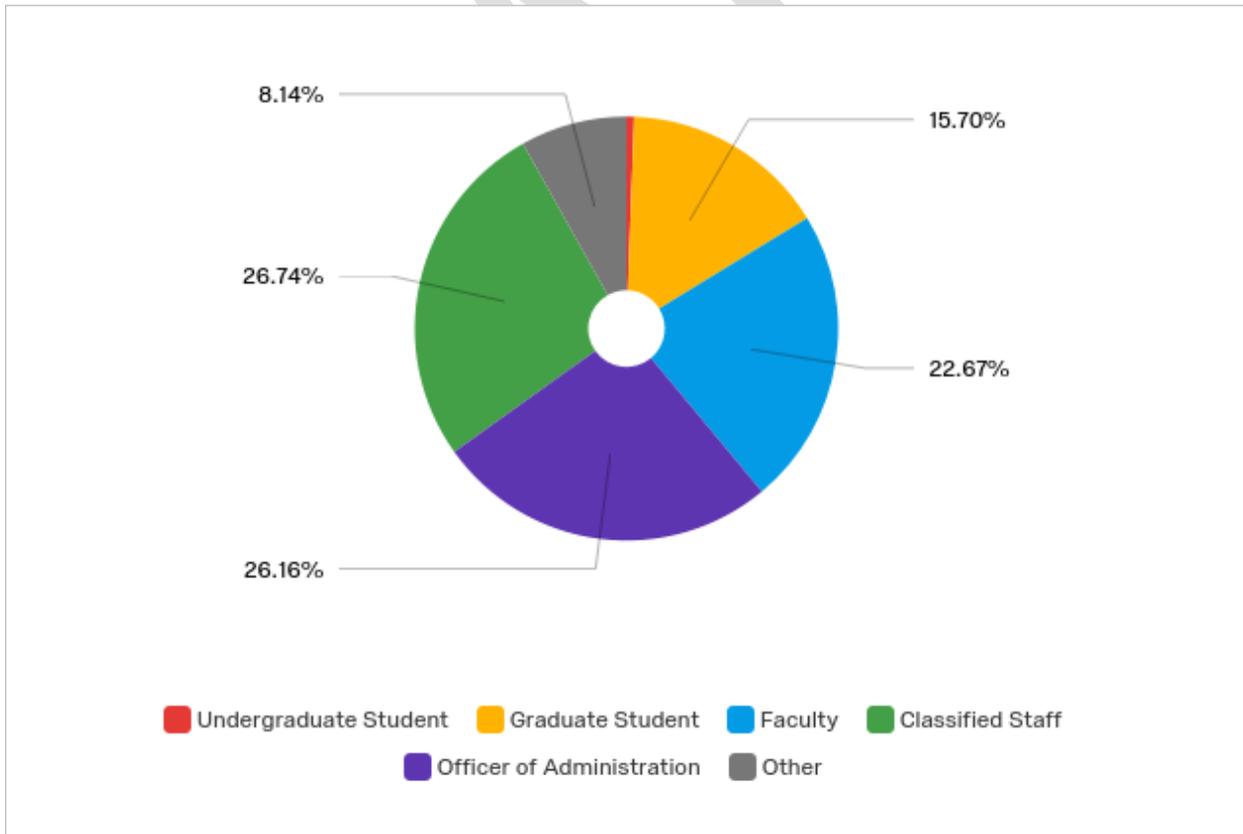

Figure 1: Respondents by affiliation

The Provost's feedback form also asked whether the person's primary job responsibility was IT-focused. As Figure 2 indicates, 25.6% (44 out of 172) of respondents were IT staff.

		Is your primary job responsibility IT-focused?			
		Yes	No	Other	Total
University affiliation:	Undergraduate Student	1	0	0	1
	Graduate Student	3	22	2	27
	Faculty	1	36	2	39
	Classified Staff	23	20	3	46
	Officer of Administration	12	30	3	45
	Other	4	10	0	14
	Total	44	118	10	172

Figure 2: Feedback by affiliation and IT job focus

During the last 11 months, there has been one reoccurring request: provide a defining statement or goal for this process. The overarching goal is to align IT resources to better support the University of Oregon's strategic academic and research missions and goals. The result will be more efficient, coordinated, and collaborative services. To achieve this goal, we will coordinate capital and operational expenditures to ensure appropriate planning and long-term funding. We also aim to improve the coordination of IT staff skillsets and deployment of personnel to provide strategically-balanced support and key services in a timely and efficient manner.

After the Blustain report feedback period closed in September, Information Services created an on-going, anonymous feedback mechanism to gather continual input. Additionally, independent reports presented by the Classified technical staff and CASIT were combined with the Blustain Report feedback gathered via the Provost's website. All of this material was provided to the Transform IT Advisory Group, the IT Johnson Hall group, and the Provost. These independent reports were well presented and contained thoughtful points and suggestions.

Survey Responses: "Communication"

Summary of Comments: Staff members expressed concerns about direct communication and input into the IT Strategic process.

Response to Comments: Information about this process on the Provost's website has been updated several times. Other communication efforts included IS and UO Libraries conducting three Town Hall meetings with UO IT staff, October 10, November 14, and December 2, 2016. This was in addition to meetings with academic deans and their respective senior leadership teams, between August 22 and September 21, 2016. These meetings were preceded by three meetings directly with the IT academic staff of Colleges and Schools, August 10 – August 24, 2016. IT staff in academic units have also met with the Associate CIOs or the Chief Academic Technology Officer in one-

on-one meetings to increase insight into the process, as well as to continue gathering input and to discuss the process with others.

Committees and groups are not only providing information for the broader campus community, they are guiding changes in the IT landscape. The Advisory group and the IT Director Committee are diversified groups of IT professionals guiding the IT transformation process. The IT Steering Committee, convened on October 6, 2016, is UO's new, larger IT governance body, created to increase the communication and collaborative nature of the overall process. The Provost also provided an update to OA Council and the University Senate in early fall.

We recognize that these communication efforts have not been enough, however. We commit to providing more consistent updates to the Provost's website, providing more information through *Around the O* articles, and encouraging more collaboration and information-sharing through meetings and events.

Survey Responses: "Service Levels"

Summary of Comments: Staff are concerned about maintaining service levels and delivery to the academic schools and colleges.

Response to Comments: A key goal of Transform IT will be to work with units and staff to determine the success of the Transform IT efforts. This will involve the creation of new metrics and/or the use of existing metrics within each unit to measure service satisfaction and effectiveness over time. We are working or will begin working with each unit on any changes to address each unit's and department's expectations and concerns. Units worked with to date include: Human Resources, College of Arts and Science, School of Journalism and Communication, College of Education, and the School of Architecture and Allied Arts. Each of these units has had service and support items arise recently, and we have worked collaboratively through solutions, keeping in mind pending centralization changes.

Survey Responses: "UO Portland"

Summary of Comments: White Stag is an area requiring review.

Response to Comments: We agree that UO Portland is an area requiring review. An examination of the organizational service and reporting structure, the IT capital and maintenance spend, and other issues are required. We acknowledge that UO Portland requires an overview similar to the university; we have appointed a lead to start this project.

Survey Responses: "Developers"

Summary of Comments: Will the new structure allow Developers to collaborate without fragmentation, while also providing planning support?

Response to Comments: While the rebalanced organizational structure is still under development, input from the software developers themselves has been invaluable to this process. The various

meetings, presentations, and discussions are captured by the summary reports presented in a CASIT report. Discussions about the Charter have taken into account the need for collaboration and project prioritization, changing some of the initial directions of the Charter.

Summary of recommendations made by software developers:
Reorganize by supporting, through a variety of mechanisms, project-based collaboration among development teams with a healthy degree of autonomy.
1. Make projects successful by applying good project planning and project management processes.
2. Avoid imposing artificial fragmentation of resources based on a distinction between 'academic' and 'administrative' projects.
3. Create transparent processes for strategic prioritization of projects, with a weighing mechanism to make sure both academic and administrative projects get their due.

The Charter, as drafted, does allow for developers to report organizationally to IS, the Libraries, and the UO Communications, but these central units are committed to working collaboratively and to develop prioritization mechanisms to handle campus-level, cross-unit development projects.

Survey Responses: "Classified IT Staff"

*Summary of Comments***:** How will classified staff be utilized and integrated into transform IT?

Response to Comments: Classified IT staff /SEIU-represented IT staff will continue to participate in a variety of decisions and processes, such as occurred when the IT Director roles for SOJC and A&AA were combined into one regional IT Director. The two units' IT teams assisted in developing the combined IT Director position description and responsibilities. This was done in conjunction with Associate CIO Patrick Chinn and each unit's respective Associate Dean of Finance, with approval from both Deans. There are several ongoing projects being integrated into the IT Strategic process, including CAS IT infrastructure support and the COE data room closure and move to the Allen Hall Data Center. This type of participation will continue as we move forward and as each unit's IT functions are addressed. Classified staff participation is in combination with the one-on-one discussions with academic IT members and the Associate CIOs and the Libraries' Chief Academic Technology Officer.

Survey Responses: "Metrics"

Summary of Comments: How will the campus know if centralization is successful? How are we measuring and or comparing service levels?

Response to Comments: (Also see "Service levels and service delivery concerns" above.) University students, faculty, and staff will be surveyed at least twice—before changes begin and then again after Transform IT has been completed. The first survey will create a baseline measure for IT support satisfaction, with the second survey used as a comparator. For units that already gather customer satisfaction metrics, that data will also be monitored.

Survey Responses: "Position Preference"

*Summary of Comments***:** Why weren't UO IT staff allowed to participate and apply for the recent Central IS and Libraries' reorganizations and position changes?

Response to Comments: Any reorganizations and or changes of organizational structures of Central IS and the Libraries predated the IT Strategic process. These reorganizations and or structural changes have been referred to regularly as changes and or positions not made available and or posted for interview. Nearly all open positions will be advertised. In certain situations, such as the combination of SOJC and A&AA directors, existing IT staff will be placed into positions based on criteria reviewed and approved by the IT Johnson Hall group, the Advisory Group, and the Provost.

Survey Responses: "Job Security"

Summary of Comments: Some staff have expressed concerns about job security.

Response to Comments: The goal of Transform IT is to support the academic and research mission of UO. IT is a critical component of that mission. While we will need to develop new organizational structures to accommodate consolidation of functions into Information Services and the Libraries. Our goal is to place staff members in the areas that best leverage their knowledge and abilities, as well as to ensure they have growth and development opportunities in their positions.

Please see the attached summary reports on the Provost and Town Hall meeting discussion points.

Once again we appreciate the input and feedback we have received from the community at collaborative forums and meetings, and via surveys. The perspectives shared have been extremely valuable to the process, and this collaborative effort will continue as we move forward.

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