Shared Services Approach

Board of Trustees – May 16, 2022

Shared Services Definition for VSC

A way of providing administrative and technical services across multiple units in a way that optimizes quality, consistency, and efficiency and allows the units to focus on their primary mission

- Accountable to the organizations it serves (Council of Presidents, Advisory Board, other shared service units)
- Distinct from the "central office" -- services and support provided by employees distributed across the state
- Able to gain economies of scale and more specialized knowledge and capacity in specific technical functions
- Focuses on the processes, systems, and data needed to ensure the intended outcomes – consistent where possible, but unique as required
- Shared accountability and measures between the functional leaders and the shared service organization (Service Level Agreements – SLAs)
- Customers include students, faculty, and staff and are addressed with a service mentality

VERMONT **Transformation Projects**
— STATE COLLEGES SYSTEM —

Discovery: what is working

- Helpdesk system is scaled across the entire VSCS and foundational workflows are in place (between local IT and OC IT), some documentation in place. We support one another and we have good people.

- Recent COVID dollars have supported needed investment in laptops, wireless infrastructure, classroom upgrades, phone system upgrades to digital, and more.

- Strong staple teaching and learning tools that are mobile-first (Canvas, Yuja, etc.), some examples of quality course design/delivery, business tools support basic business needs.

- IT Council has prioritized collaboration and partnership and meets weekly.

- We already have unified services in place.

VERMONT **Transformation Projects**
STATE COLLEGES SYSTEM

Discovery: what is not working

- Helpdesk staff wear too many hats, service level agreements (SLAs) not in place.

- Academic software/application delivery mostly reliant on machines currently in labs.

- Not all faculty/staff have a college-supported portable computer.

- Not all students have access to a secure and working device/internet with broadband.

- Not all classrooms support remote learning and are missing a holistic design strategy.

- Inconsistent Canvas/course design and focus on accessibility

- Administrative systems: highly customized, no roadmap, no sustainability, inconsistent procurement, no clear owners, limited data governance, concerning support.

- Over 40% of our systems have either no clear technical support or product ownership

- No centralized data repository, missing Key Performance Indicators, no clear strategy for an Institutional Research/Business Intelligence partnership/roadmap.

- Disjointed IT governance and roadmap, inconsistent staffing strategy, undefined service catalog, variability in resource management

Design Strategy

- Seeks to reduce the "many hats" concept, give some specialty and focus

- Considers resourcing in understaffed service areas and reallocates where appropriate

- Creates space for new service areas and expands current services

- Seeks to develop a *sustainable* and aligned IT strategic roadmap

- Standardizing on technology where possible, formalizing support

- Prioritizes project management as a best practice and ensuring foundational and best practices operations

- Prioritizes keeping people embedded in communities where needed, in addition to increasing remote support and more of a "traveling team" when needed

- Increases accountability

VERMONT STATE COLLEGES SYSTEM **Transformation Projects**

IT Shared Service Model

Vermont State University
- Programs
- Teaching & Learning
- Admissions
- Advising & Student Support
- Athletics
- Campus Operations

IT Shared Services
- Tech Support
- Operations
- Application Support
- BI/Reporting
- Cybersecurity
- Infrastructure

Community College of Vermont
- Programs
- Teaching & Learning
- Admissions
- Advising & Student Support
- Campus Operations

Workforce Development
- Partners/Employers
- Programs
- Enrollment
- Operations

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