

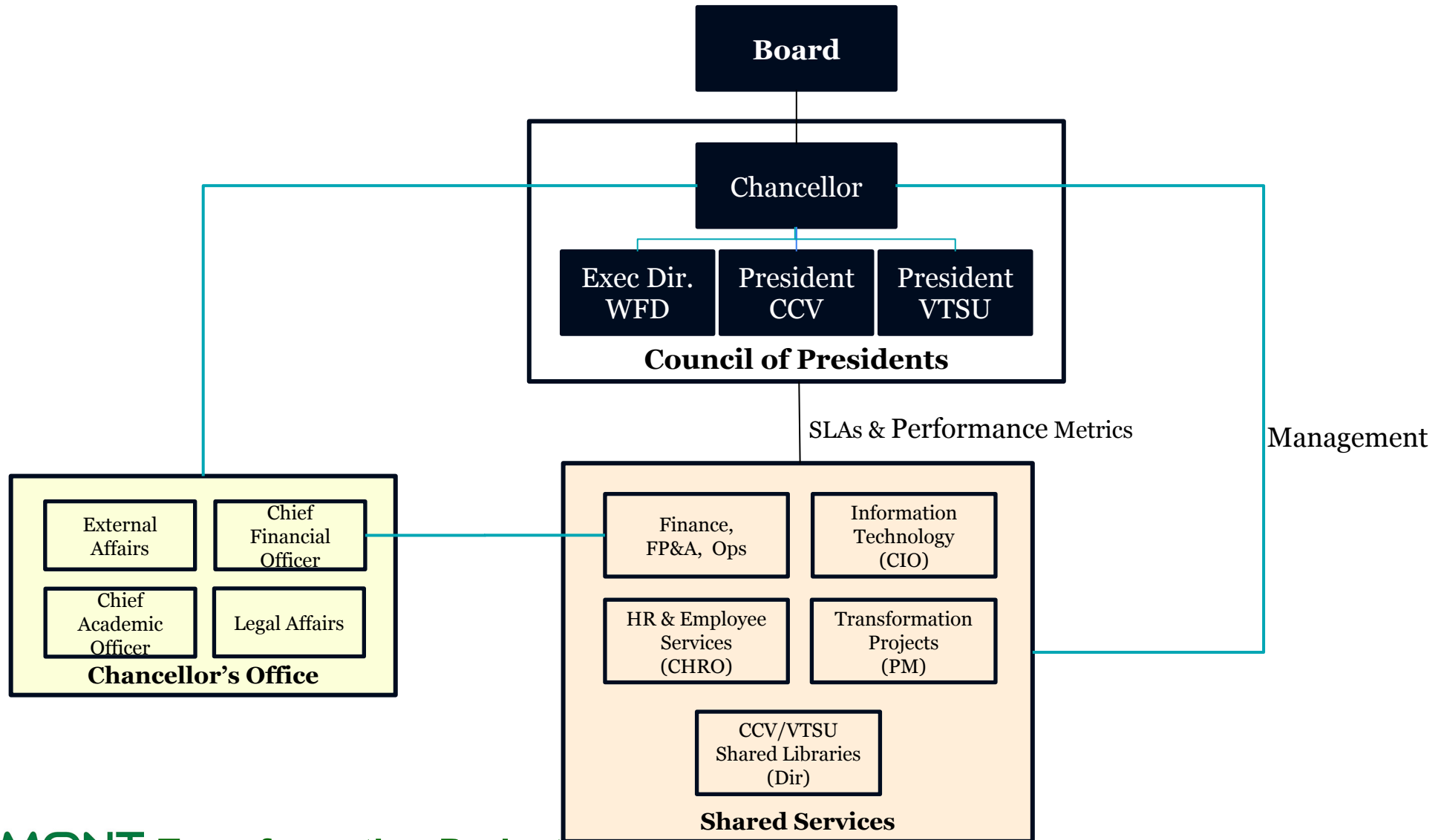
Shared Services Updates

Board of Trustees – June 16, 2022

Agenda

- Shared Services Governance
 - Reminder: Board Approved Definition
- Information Technology (IT) Shared Services
 - Design Strategy
 - Identified Service Areas
 - Timeline for Implementation

Vermont State Colleges Shared Services



What is a Shared Services Organization?

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

- Distinct from the “central office” -- services and support provided by employees distributed across the state
- Accountable to the organizations it serves (Council of Presidents, Advisory Board, other shared service units)
- 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

Board approved this definition at the 5/16 meeting

IT Shared Services - 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 able, 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
- Increases accountability

IT Shared Services – Services Areas

Technical Support/Helpdesk

- Provides technical/helpdesk support to both VTSU and CCV communities. Will work in close alignment with any student support hubs potentially developed.

Enterprise Applications

- Provides enterprise strategy for having a sustainable and interconnected systems strategy.
- Ensures a strategically interconnected partnership with key application and process owners for support and prioritizes strong systems governance leadership.

IT Operations/Project Management

- Provides support for aligning resources with IT strategic plan and SLAs - supports organized budgeting/forecasting, asset and procurement management, vendor management and ensures input from governance structures.
- Provides comprehensive project management services.

Data Center/Systems Administration

- Provides support for on-premise data center services and is a key partner in managing cloud strategy.
- Provides systems administration support for key IT services.

Hardware/Endpoint Management

- Provides support for procuring, securing, managing, and deploying end-points (computers, laptops, etc.) and software/services needed.

IT Shared Services – Services Areas (Cont'd)

Networking/Phones

- Provides services for wired and wireless networking services for colleges and all remote sites.
- Provides telephony services.

Security

- Supports a proactive security strategy that prioritizes user education, proper policy development and ongoing technical solutions management.

Business Intelligence

- Provides support for data and dashboard reporting and collaborates on a data governance strategy.
- Directly interconnected with IR teams at the colleges and across the system.

Learning Technologies

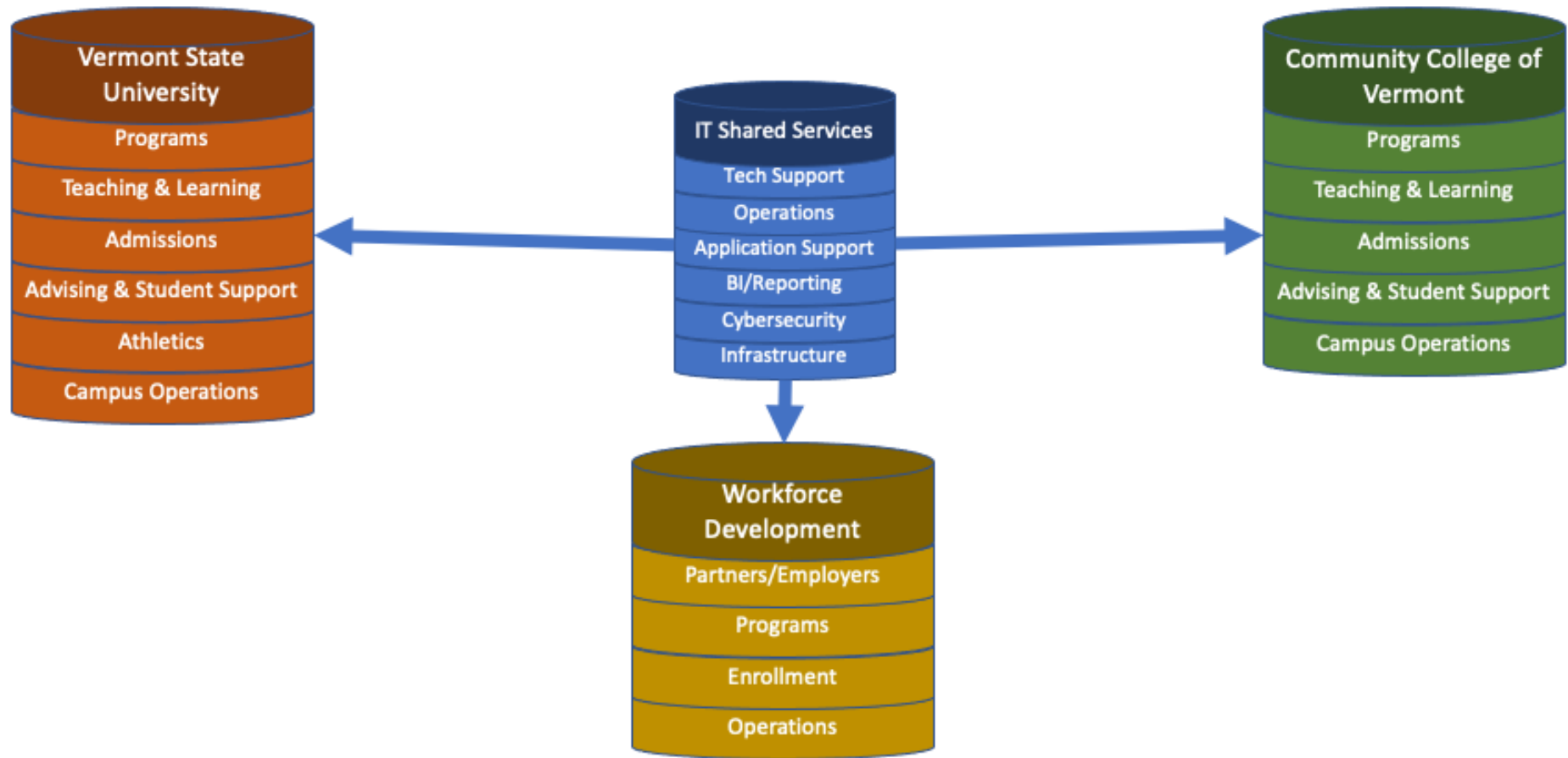
- Provide support for A/V learning technology strategy, supports common learning systems training and support, ensures proper integrations and systems connections.
- Direct partnership with Centers for Teaching and Learning.

Moving to an IT Shared Services Model – Timeline

Week of June 6	<ul style="list-style-type: none"> • Meet with IT leadership across the system • Draft service areas, process, and timeline • Share with key stakeholders and executive leadership for input
Week of June 13	<ul style="list-style-type: none"> • Meet with all IT teams across the system • ★ Present design strategy, service areas and timeline for implementation to the Board
If Board Approval – end of September	<ul style="list-style-type: none"> • Development of job profiles/descriptions for IT leadership positions reporting into IT shared services organization (align with HR process being used for VTSU) • SLA Development (with COP/shared services governance model), Design (with identified IT leaders), financial allocation methodologies for each functional IT service area (with BAC) • DRAFT order of design priority: Tech Support → IT Operations → Infrastructure → Enterprise Applications → Teaching and Learning Technologies → Business Intelligence
End of September – end of year	<ul style="list-style-type: none"> • Translating design into development and develop full staffing plan for each area • Note: expect many are responsibility shifts and reorganization, not necessarily new positions
First quarter of 2023	<ul style="list-style-type: none"> • Launch shared services structure and incorporate ongoing process improvement processes

Additional Resource Slides (if needed)

Sample visual – IT Shared Service Model



Reminder from IT 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.

Reminder from IT discovery: what is not working

- Helpdesk staff wear many hats (responsiveness a challenge), service level agreements (SLAs) not in place, improvement in fundamental operations needed.
- Academic software/application delivery mostly reliant on machines currently in labs. *(36% of survey respondents want access from own device, 8% want physical labs, remaining N/A)*
- Not everyone (faculty/staff) who might need it has a college-supported portable computer.
- Not everyone (students) has access to a secure and working device/internet (broadband a challenge). *(15-20% sometimes/no answer to secure/reliable internet question)*
- Not all classrooms are standardized to support quality remote learning and are missing a holistic design strategy. *(60+% of campuses are still at a foundational level)*
- Inconsistent Canvas/course design and focus on accessibility, instructional technologists/designers are not always recognized for their level of skill and professionalism. Current collaborative structure is based on shared governance.
- 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 (some by design, some not intended), no clear decision-making structure or "owner" at times.