Coordinated Information and Technology Services & Support

In the evolving landscape of higher education, research universities face both the need to reduce operating costs and to meet demand for technological efficiency, security, currency, and innovation. Part of the solution is the intelligent and coordinated management of information and technology resources.

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The Technology Imperative: Coordinated, Modern Computing for the UW

Our increasing reliance on technology for everything we do demands a more consistent and coordinated approach to technology planning, investment, and support. Bringing together decentralized IT units into a single, coordinated structure would offer academic and administrative departments many benefits, including a reduction in cost, improved performance and security, and a lifting of the burden of technology management from department leadership. Let's help departments do what they do best--student support, teaching and research, and administration—while UW-IT ensures we all have the data and technology capabilities we need.

The UW's *Together We Thrive* initiative adds urgency to the demand for smarter, sleeker technology. "Together We Thrive" is an imperative that calls every member of the UW community to help ensure the sustainability of the university's future with operational efficiencies, greater accountability, stronger financial management, and the intentional alignment of priorities and resources. Technology can support these four strategies, but only if we organize, fund, and leverage it intelligently.

Technology is meant to be a business enabler, not a recurring headache. UW's scattered IT structure makes it challenging for departments to have the deep expertise needed to fully leverage the capabilities of their systems or even to know what systems they need. Too often systems acquired without thorough vetting create more problems than they solve. The rapid evolution of technologies combined with the voracious appetite for new applications has prompted some to secure technology solutions independent of coordination with University systems and processes. The result can be disappointing performance, the inability to communicate or even operate with other systems, and/or weak security. Even when applications work as intended, the complexity of managing a full-service IT department has overwhelmed many units budgetarily as well as IT staff enablement.

One-year Implementation Roadmap and Timeline

Phase 1 (0-3 months): Assessment, stakeholder engagement, and initial governance restructuring.

- **Assessment and Planning.** We need a thorough assessment of existing IT resources, services, and personnel across departments. UW-IT will lead an evaluation of redundancies, inefficiencies, and security gaps before devising a comprehensive consolidation strategy.

- Inclusive **stakeholder engagement and communication** is an important part of successful consolidation. Transparent communication helps address concerns, clarify benefits, and ensure that the transition meets the diverse needs of the University community.

- **Lean into shared governance.** The Information & Technology Governance framework is a broadly inclusive model for evaluating and governing decisions about IT. This transparent structure has defined reporting lines and decision-making authority. With representatives from research, academics, administration, and IT leadership, this framework will help ensure the consolidation of services adds value to the campus information and technology experience.

Phase 2 (3-6 months): IT standardization, infrastructure integration, and policy development.

- Standardize IT infrastructure, including networks, cloud services, cybersecurity, and data management.
- Develop a unified approach to research computing, including high-performance computing (HPC) and data storage.
- Consolidate administrative and academic IT systems where feasible (e.g., ERP, LMS, email, and collaboration tools).
- Implement a shared services model for IT support and maintenance.

Phase 3 (6-12 months): Full consolidation, budget optimization, and system unification.

- Develop a financial model to optimize IT spending and reallocate resources effectively.
  - Define KPIs to measure the success of IT consolidation (e.g., cost savings, security improvements, response times, research enablement).
  - Identify cost savings from reducing redundant services, licenses, and contracts.

- Conduct annual IT audits and stakeholder surveys to assess effectiveness.
- Revise as needed centralized procurement process for IT software, hardware, and services.

Phase 4 (Ongoing): Continuous improvement, user feedback incorporation, and technology evolution.

- Develop a communication plan to inform stakeholders about the consolidation process.
  - Provide transparency on IT decisions, timelines, and expected outcomes.
  - Establish a feedback mechanism to ensure continuous improvement.
- Conduct training sessions for faculty, staff, and researchers on new IT processes and tools.