Welcome

University IT All-Staff – October 30, 2019

Why are we here?

What problems are we trying to solve?
Our Big Question

How do we do what is best for Penn State and achieve our financial goals while contributing to One Penn State 2025 and the University’s strategic plan?

One Penn State 2025

• Provide seamless student experience
• Achieve curricular coherence
• Design relevant and responsive programs
• Engage learners throughout their lifetimes
• Achieve highest level of efficiency of University resources
DUMB vs SMART APPROACH

Dumb Approach – By FTE

- Discourages economies of scale
- Disincentivizes collaboration
- Doesn’t advance toward One Penn State 2025
- Not strategically driven
- Increases technical debt
- Promotes duplication of services
Smart Approach – Service-by-Service

- Drives economies of scale for enterprise services
- Promotes collaboration
- Reduces technical debt
- Reduces service duplication
- Allows us to advance toward strategic goals

STRATEGIES FOR A SMART APPROACH
Objectives

1. Track financial benefits
2. Increase alignment with strategic plan
3. Improve operational efficiency
4. Create IT governance

Project Themes

- ADVANCE THE MISSION
- CONTROL COSTS
- MITIGATE RISK
- IT GOVERNANCE
- TALENT MANAGEMENT
Advance the Mission
- Integration Platform Analysis
- Application Streaming and Virtual Lab Alternatives Analysis
- Enterprise eSignature Analysis
- Communities of Practice Development
- Mobile Application Development
- Constituent Relationship Management Analysis

Control Costs
- Common Tier 1 Service Desk Migration
- ServiceNow Migration
- Mainframe Retirement Analysis
- Box Retirement Analysis
- Financial Benefits Tracking Development
- IT Spending Baseline Development
- Sustainable Funding Model Development
Mitigate Risk

- Enterprise Active Directory Migration
- Core Infrastructure Services Migrations
- Legacy Email Retirement
- Application Consolidation Analysis

IT Governance

- Priorities and Values to Resolve Conflicts
- Control across:
  - Financial
  - Information and Privacy
  - Workforce (allocation of staff time)
  - Operational excellence (includes redundant systems)
- Framework and Process
- Types - Standing and Projects
TALENT MANAGEMENT

Job Redesign – What’s Happening?

- Changes in Leadership (HR and IT)
  - Landscape changed
  - Approach changed

- The proposed job model gained a lot of attention
  - Challenged status quo
  - Other units interested

- Request for Proposal (RFP) will go out
  - University-wide revamp of compensation/classification model
  - Target of 2 years
What does that mean?

The focus has shifted
- Limit impact on staff
- Re-deploy and support staff transitions

We considered alternatives
- None seemed to make sense, or help the staff in the new environment

Change for change’s sake?
- Change now, then change again in 2 years
- Change fatigue

So...what does that mean?

We are pausing the job redesign project

Job reviews resume (can be retro)
- More details in the coming weeks
But WHY?!?

**True focus on the impact to people related to budget targets**

- How do we limit the impact on the workforce?
- Is changing titles truly the best thing we can do now?
- Work that was completed will be used for talent management support plan.

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So what are we going to do?

**Talent Acquisition Options**

- Meeting with HR and IT leadership to determine good course of action
- In lieu of hiring freeze, how can we re-deploy our current staff?
- Working group will be formed, proposal by year end

**Talent Management Support Plan**

- Piloting plan now with impacted units
- Assessing skills and interests in an effort to match to open jobs
- Set employees up for success, even in stretch jobs
What will stay the same, for now?

- Budget lines
- Reporting lines
- Day-to-day mission
- Job titles
- Current enterprise-provided services
What will change, for now?

- Our thinking about IT work
- Services from units to enterprise
- Consolidated enterprise services
- Differentiate between wants and needs
- Collaboration and communication
- Adapt to cost-cutting measures without impact on mission
- Backfilling positions

BEHAVIORS FOR SUCCESS
Behaviors for Success

- Resourcefulness
- Adaptability
- Growth
- Collaboration
- Accountability
- Grit
- Communication
- Professionalism
- Courage
- Innovative

WRITE YOUR TOP THREE BEHAVIORS. ONE PER CARD.

EXAMPLES OF SUCCESS
Teaching and Learning with Technology: 3-D Printing Improvements

QUESTIONS AND DISCUSSION
MEET AND GREET

Greg Madden
Associate CIO for Research

Adam Caimi
Executive Director for IT Modernization

Jen Stedelin
Associate Vice President for Enterprise Applications

Chris Lucas
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