

A Review of Information Technology
at the
University of Alaska Fairbanks

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Contents

Executive Summary.....	2
Introduction.....	3
Key IT Problems.....	4
Organization and Resources.....	8
Recommendations and Proposed Plan.....	12
Appendix A: Meeting Schedule, October 28-31, 2002.....	20
Appendix B: UAF Information Technology Survey.....	24
Appendix C: Benchmark Analysis.....	25

Executive Summary

Information technology is critical to the University of Alaska Fairbanks. Given that a university is “in the information business,” it is not surprising that information technology is so important. UAF is using information technology (IT) effectively in many aspects of its operation. There are, however, a number of ways in which the University’s use of this important technology can be improved.

This report details the results of a review of the use of IT at UAF. It describes the areas in which the University can improve and also makes specific recommendations as to how to bring about these improvements.

The areas in which UAF can improve its use of IT are:

1. Support for the use of information technology in teaching, including facilities (computer labs, smart classrooms and videoconference facilities) and assistance to faculty;
2. Desktop and network support, which is provided to most UAF users by the division of Computing and Communications;
3. Information technology support on rural campuses, including desktop and network support;
4. Administrative computing applications, especially the Banner system, which is operated by the Statewide administration on behalf of the three universities that are part of the UA system;
5. Operation of the TAB Board, which decides how revenues from the UAF student technology fee should be spent;
6. Lack of a strategic plan for IT, which, in the long term, will be essential to success; and
7. Lack of authority of the central IT organization.

A near-term plan is proposed to help UAF make improvements in all seven areas. The plan includes:

- “Quick Wins,” actions which can be taken quickly and with little or no expenditure of funds,
- Major Tasks, which will take longer and will require, in some cases, additional funds,
- Schedule, and
- Estimated Budget Impact.

Introduction

This review focuses on the provision of information technology (IT) support at the University of Alaska Fairbanks (UAF). It is a management review that examines IT leadership, organizational structure, resources, and the ways in which the use of IT can positively impact the diverse missions of UAF. It also proposes a near-term plan for UAF to begin to address current IT problems.

In September 2002, Marshall Lind, chancellor of UAF, invited this review to provide an external perspective on the use of information technology at UAF. It is a follow-up to the IT review of the UA system that was done in May and June 2002. (See Hills, Ringle, and Zink, "An External Review of Information Technology at the University of Alaska," June 2002.)

As part of this review, documents describing IT policies, structures, and resources were examined, and meetings were held with approximately 60 members of the faculty, staff, and student body during a site visit to the Fairbanks campus on October 28-31, 2002. (Appendix A shows the schedule of meetings on these dates, and Appendix B is a copy of a survey form that was used to structure the meetings.) Subsequently, additional interviews were conducted via telephone. A follow-up meeting with the Chancellor, Provost, Vice Chancellor for Administrative Services, Director of Libraries, and Associate Vice Chancellor for Facilities was held on November 12, 2002.

Conversations with faculty, staff and students during the October 28-31 meetings indicate that the role of information technology at UAF has expanded dramatically and is now a critical component of nearly all core activities including teaching, research, and administrative operations. This is an unsurprising result because the same is true at virtually every other university in this country.

UAF can be proud of its IT achievements. Examples are: the desktop computer refresh program, the new library automation system, and UAF maintenance of the Statewide calendar system. It is also true, however, that there are number of IT problems that need immediate attention. This report explains these problems and recommends ways to address them.

Key IT Problems

This section describes the key IT problems that face UAF. These problems are discussed in each of the following areas:

1. Support for the use of information technology in teaching
2. Desktop and network support
3. Information technology support on rural campuses
4. Administrative computing applications (Banner)
5. Operation of the TAB Board
6. Lack of a strategic plan for information technology
7. Lack of authority of the central IT organization

Support for the use of information technology (IT) in teaching

Facilities

Computer labs

There is a proliferation of computer labs on the UAF campus. The most reliable estimate available says that there are currently 61 such labs, far too many for a university the size of UAF. Almost all of these labs have been created by individual schools, colleges and departments in *ad hoc* fashion. It is very likely that the labs are not efficiently utilized, and it is becoming clear that some of the sponsoring units are beginning to have difficulty keeping the labs maintained and updated.

It is very appropriate for UAF's central IT organization to create some labs which can be reserved for use by individual departments but which are otherwise available for general use. Such labs should be designed in collaboration with using departments. The availability of these labs should make it possible for many of the departmentally operated labs to be closed and/or consolidated with the new centrally operated labs. This will create a situation in which computer labs are used more efficiently and, through the central IT organization, maintained and updated.

It is assumed here that the design and construction of centrally operated computer labs will be supported from general fund resources. Other funding sources are possible however, e.g., grants and student technology fees.

Smart classrooms

UAF currently operates 22 smart classrooms, but there are complaints by faculty that these classrooms are not well maintained and that they sometimes do not operate properly. As a result of these concerns, some faculty members say that they are reluctant to use the capabilities available in the smart classrooms. A concerted effort is needed to increase the reliability of the smart classrooms to a very high level. Further, it is not clear, because of faculty's reluctance to use the smart classrooms, whether or not 22 such classrooms is the right number for UAF.

Videoconference facilities

UAF currently has videoconference facilities located at the Rasmuson Library, Downtown Center, Center for Distance Education, Institute of Arctic Biology, EPSCoR, and Center for Academic Technology. Videoconference facilities are also in place on the Bethel and Dillingham campuses. Generally, these facilities are not heavily used, but more utilization seems appropriate in light of UAF's goal to offer more courses to students outside Fairbanks.

Assistance to faculty

Currently, most UAF faculty wishing to use information technology in their courses, either on-campus or through distance delivery, are left to their own devices to determine which technologies to use and how to use them. This situation inevitably limits both the frequency and effectiveness of the use of information technology in teaching. For UAF to effectively use information technology in teaching, faculty will need substantial assistance from the central IT organization. Such assistance should include training, consulting and coordination. Further, active promotion of the IT facilities available for teaching will also help to increase their use and the effectiveness of their use in education.

Desktop and network support

With some exceptions, most UAF computer users receive desktop and network support from the central IT organization, the division of Computing and Communications. Many users commend the central support staff for their hard work and helpful attitude but express concern about the delays they experience in receiving the support they need. Some users also are concerned about the quality of the support they receive from the Help Desk. Users frequently say that they understand the central IT organization is understaffed and that this is the reason for the delays. They express the hope that more staff can be added so that Computing and Communications will be able to respond to their needs more quickly.

A few UAF organizations have their own IT staffs; e.g., Geophysical Institute; School of Fisheries and Ocean Science; and College of Science, Engineering and Mathematics. These organizations generally have very adequate IT support because they do not rely on Computing and Communications for direct user support.

The staff of Computing and Communications needs to be augmented so that support can be delivered to users in a timely fashion. In addition, there is a need to improve some of the operating procedures used by Computing and Communications in handling user requests for network moves, adds and changes, and in handling orders placed with the Help Desk. Regarding the former, the division's operating interface with Telephone Utilities needs to be changed to provide users with a single point of contact. Regarding the latter, the Help Desk's work order process needs to be streamlined and improved. As changes are made, Computing and Communications would do well to publicize its efforts to the UAF community,

IT support on rural campuses

Desktop and network support is even less adequate on the rural campuses than it is on the Fairbanks campus. Only two of the rural campuses have any IT support staff, and the Computing and Communications staff rarely visits any of these campuses. Considering the importance of distance delivery and information technology in rural Alaska, this is a critical situation that needs to be remedied quickly.

Administrative computing applications (Banner)

UAF has many needs for the customization of the Banner system. The needs appear to be particularly acute in the finance area, but there are needs in the student and human resources areas, as well. Such customization is quite possible, but changes are inhibited by significant problems in the operation of the Banner Coordinating Team and the Banner user groups. The process by which customization needs are communicated to the Banner staff and the process by which such requests are handled are not working well. This situation was highlighted in the June 2002 report "An External Review of Information Technology at the University of Alaska" by Hills, Ringle and Zink, and it was recommended that corrective action be taken. It is now appropriate for UAF to pursue this issue with the Statewide administration.

Operation of the TAB Board

UAF's TAB Board is charged with considering and approving proposals for use of the student technology fee revenues. The Board, consisting of five students, two faculty, and two staff, does their best to make wise and informed decisions on the best use of these revenues. Their decisions, however, are not always consistent with the use of general fund money for other IT projects.

In order to assure that student technology fee revenues are wisely spent, it is advisable that a set of policy guidelines be established to guide the TAB Board. The guidelines should delineate the scope of projects considered acceptable for funding through the TAB. Further, the Director of Libraries (and ultimately UAF's Chief Information Officer or Chief Technology Officer) should play a strong role in advising the Board on the policy guidelines. Such advice will not compromise the authority of the Board but will rather assist it in making wise decisions.

Lack of an IT strategic plan

UAF should adopt an IT strategic plan that will outline the university's overall IT direction. It should include a master plan for computer labs, and it should also address administrative computing, the future development of smart classrooms and videoconference facilities, arrangements for assistance to faculty in the use about IT in their teaching, and desktop and network support, both on the Fairbanks campus and on rural campuses.

Lack of authority of the central IT organization

Although some UAF units provide their own IT support, there are some aspects of IT that require central coordination or control. Examples include: wiring standards, core software, and security and network protocols.

It is important that a Chief Information Officer or Chief Technology Officer be given the authority to make decisions in areas like the ones listed above. This authority will help to insure that the UAF IT infrastructure operates as an integrated system and that IT management is consistent across UAF. The authority of the new officer and the central IT organization should be specified in UAF rules and procedures.

Organization and Resources

The IT organization at UAF is understaffed and under funded. Further, the organization is fragmented, with its parts located in widely separated major units of UAF. In some cases, reporting lines come together only at the level of the Chancellor.

The current IT organization, with current staffing levels, is shown in Table 1. Computing and Communications, which is responsible for desktop and network support, Help Desk operation, and central server operation, has 18 staff members and reports to the Director of Libraries. The Center for Academic Technology (formerly FTRC), which is responsible for a video studio, videoconference facilities, Blackboard servers, smart classrooms, smart carts, and other services that support teaching, has six staff members and reports to the Provost. Telephone Utilities, responsible for the Fairbanks campus telephone system, has six staff members and reports to the Associate Vice Chancellor for Facilities. KUAC, which could become part of a new IT organization, has 26 members and is part of the Journalism Department within the College of Liberal Arts.

In the author's experience, the number of staff members dedicated to IT support is small for a university the size of UAF. This observation is consistent with the comments of many users and IT staff members, who said in interviews that Computing and Communications provides good service, but there are often substantial delays in receiving the service because this unit's workload outstrips the ability of its staff to respond. The observation is also consistent with the results of the benchmark analysis contained in Appendix C. A substantial increase in the size of the Computing and Communications staff is needed.

Two units that could reasonably be part of a new IT organization are Telephone Utilities and KUAC. The reason, in both cases, is "technology convergence," the convergence of the technologies that make possible networked computing, telephone service and digital broadcasting. It is not urgent that these two units become part of the central organization, but it is recommended that they join it within the next year or so.

Thus, both reorganization and an increase in staffing are indicated. A recommended organizational structure, along with staffing levels, is shown in Table 2. Under this organization, all central IT units report to a senior executive whose title could be either Chief Information Officer (CIO) or Chief Technology Officer (CTO). (The title Chief Information Officer is more commonly used.) This person will be the university's recognized leader in IT, and it will be understood that he/she is responsible for the effectiveness of IT support at UAF. This kind of highly visible leadership is seen as being critical to bringing about a major improvement in the IT operation. The CIO/CTO should report to the Chancellor.

Reporting to the CIO/CTO will be an expanded division of Computing and Communications, with an additional 7 staff members, the Center for Academic Technology, and a new unit dedicated to IT support for teaching faculty. In addition, Telephone Utilities will join the new organization after a transition plan is developed by the Associate Vice Chancellor for Facilities and the Director of Libraries (or CIO/CTO). Similarly, KUAC will join the new organization after transition arrangements are made.

In many universities, the library is one of the units reporting to the CIO/CTO. This structure may be appropriate as the use of IT becomes more critical to carrying out a library's mission. On the other hand, some universities follow a more traditional approach and keep the library and IT unit organizationally separate. After internal discussion, the Chancellor should decide whether or not the UAF Libraries should report to the CIO/CTO.

After the CIO/CTO is in place, he/she should be given the opportunity to reallocate human and other resources within the central IT organization. The CIO/CTO should also have the opportunity to work with other senior executives to reallocate such resources across major units within UAF as appropriate.

The CIO/CTO, by virtue of his/her senior position within UAF, should also be able to explore and implement innovative new operating arrangements both with Statewide and with other units within UAF. One recent example of such an arrangement is UAF's assumption of maintenance responsibilities for the Meetingmaker calendar system, which serves both UAF and Statewide needs.

Current UAF Central IT Organization and Staffing

Computing and Communications (reports to Dir, Libraries)	18
1 Associate Director	
6 User Services staff	
8 Systems staff	
3 Help Desk staff	
Center for Academic Technology (FTRC) (reports to Provost)	6
1 Director	
1 Administrative Assistant	
4 Technicians and specialists	
Telephone Utilities (reports to AVCF)	6
1 Telephone operator	
5 Technicians	
 TOTAL CENTRAL IT STAFF	 30
 <u>Related IT Staff</u>	
KUAC FM & TV (reports to Dept. of Journalism in CLA)	26
1 Director	
25 Other staff	
Center for Distance Education (reports to Exec. Dean, CRA)	1
1 IT Support specialist	
Rural campuses (reports to Exec. Dean, CRA)	2
2 IT Support specialists	

Table 1

Proposed UAF Central IT Organization and Staffing

Chief Information Officer/Chief Technology Officer	2
1 CIO/CTO	
1 Administrative Assistant	
Computing and Communications	25
1 Director	
11 User Services staff	
10 Systems staff	
3 Help Desk staff	
Center for Academic Technology (FTRC)	6
1 Director	
1 Administrative Assistant	
4 Technicians and specialists	
New faculty IT support unit	3
3 Trainer/consultants	
Telephone Utilities (to be added after transition plan developed)	6
1 Telephone operator	
5 Technicians	
KUAC FM & TV (to be added after consultation with executive team)	26
1 Director	
25 Other staff	
TOTAL CENTRAL IT STAFF INCLUDING KUAC	68
<u>Related IT Staff</u>	
Center for Distance Education (reports to Exec. Dean, CRA)	1
1 IT Support specialist	
Rural campuses (reports to Exec. Dean, CRA)	2
2 IT Support specialists	
Note: More students should be added in CAT, C&C, and new Faculty IT Support Unit	

Table 2

Recommendations and Proposed Plan

As previously explained, UAF needs to reorganize, refocus its efforts, and increase resources being applied to IT. In this section, specific recommendations are made as to how to bring about these results.

The recommendations presented here take the form of a number of specific actions that, taken together, constitute a proposed plan of action. The actions are presented in two groups: “quick wins,” actions which can be taken quickly and with little or no expenditure of additional resources, and major tasks, which will take longer and require, in some cases, some additional resources.

To assist with the creation of an action plan, a time period is associated with each action. Time is measured here in calendar quarters, beginning with the commencement of the plan. The first quarter following initiation of the plan is labeled Q1; the second quarter is labeled Q2, etc.

“Quick Wins”

The following “quick wins” are recommended:

1. Initiate daily inspection of all smart classrooms and correction of problems by Center for Academic Technology personnel. (Q1)
2. Change the operating procedures of the Computing and Communications and Telephone Utilities groups for handling network moves, adds and changes. The new operating procedures should provide users with a single point of contact. (Q1)
3. Implement the new operating procedures of the Computing and Communications and Telephone Utilities groups for handling network moves, adds and changes. (Q2)
4. Streamline and improve the Computing and Communications Help Desk work order process, including working with Statewide on needed changes to the Peregrine software. (Q1)
5. Implement the new Computing and Communications Help Desk work order process. (Q2)
6. Develop a user information plan for Computing and Communications, and the Center for Academic Technology. (Q2)
7. Implement the user information plan for Computing and Communications, and the Center for Academic Technology. (Q3)
8. Begin regular maintenance visits to rural campuses by Computing and Communications staff. (Q1)
9. Initiate efforts by the Vice Chancellor for Administrative Services to work with the Statewide Controller to define and resolve the most pressing customization needs in the Banner finance system. This is intended only to resolve the most

- urgent issues. Significant additional work will be needed involving the Banner Coordinating Team and Banner user groups as indicated in the list of Major Tasks. (Q1)
10. Form a committee, led by the Director of Libraries to recommend a set of policy guidelines to help to sharpen the focus of the TAB Board in its decisions about how to spend student technology fee revenue. The guidelines should indicate which categories of IT projects are appropriate for TAB funding and distinguish these from the categories, which are to be supported by general fund money. Present the policy guidelines to the Chancellor for approval. (Q1)
 11. Begin advice and guidance by the Director of Libraries to the TAB Board in operating within the new policy guidelines. (It is anticipated that the Chief Information Officer/Chief Technology Officer will ultimately assume this role.) (Q2)
 12. Put in place UAF rules and procedures that give the CIO/CTO authority to make key IT decisions.

Major tasks

The following major tasks are recommended:

1. Begin aggressive effort by the Vice Chancellor for Administrative Services to work with colleagues in the Statewide administration, UAA and UAS to develop and implement a plan to make the Banner Coordinating Team and Banner user groups more effective. (Q2)
2. Recruit and hire 4 new Computing and Communications staff members. (Q3)
3. Recruit and hire 3 new Computing and Communications staff members. (Q11)
4. Begin work by Associate Vice Chancellor for Facilities and Director of Libraries to develop a transition plan for the integration of Telephone Utilities into the central IT organization. (Q3)
5. Implement the transition plan for the integration of Telephone Utilities into the central IT organization. Telephone Utilities reports to Director of Libraries until Chief Information Officer/Chief Technology Officer is appointed. (Q5)
6. Search for Chief Information Officer/Chief Technology Officer. (Q3-Q6)
7. Computing and Communications inventory all 61 computer labs and, with consultation of owning departments, develop a plan to consolidate, upgrade and partially centralize UAF computer labs. (Q3-Q4)
8. Computing and Communications begin construction of first two consolidated computer labs. (Q5-Q6)
9. Center for Academic Technology assesses the adequacy of existing smart classrooms and develop a plan for improvements, if needed. (Q1)
10. Center for Academic Technology assesses the adequacy of existing videoconference facilities to meet UAF needs. (Q1)
11. Director of Libraries leads a faculty committee to plan a new IT faculty support organization, to report to the Chief Information Officer/Chief Technology. The new unit will train and assist UAF faculty in using IT in their teaching. The

- Director seeks the assistance of the Director of the Center for Distance Education in the development of this plan. (Q3-Q4)
12. Hire Chief Information Officer/Chief Technology Officer and Administrative Assistant. (Q7)
 13. After Chief Information Officer/Chief Technology Officer is appointed, carry out reorganization described in Table 2 of this report. (Q7)
 14. After Chief Information Officer/Chief Technology Officer is appointed, establish an IT advisory board, comprised of representatives of academic and administrative units. (Q7).
 15. After Chief Information Officer/Chief Technology Officer is appointed, recruit and hire 2 new staff for new IT faculty support organization and begin operation. (Q7)
 16. Recruit and hire 1 new staff for new IT faculty support organization. (Q11)
 17. Chief Information Officer/Chief Technology Officer leads a committee in writing a UAF strategic plan for IT. The plan is submitted to the Chancellor for approval. (Q8-Q9)
 18. Design and build additional consolidated computer labs (Q10-11)

Schedule

This schedule shows all actions, both “quick wins” and major tasks, described above, arranged in chronological order, by quarter.

First Quarter (Q1)

Initiate daily inspection of all smart classrooms and correction of problems by Center for Academic Technology personnel. (Q1)

Change the operating procedures of the Computing and Communications and Telephone Utilities groups for handling network moves, adds and changes. The new operating procedures should provide users with a single point of contact. (Q1)

Streamline and improve the Computing and Communications Help Desk work order process, including working with Statewide on needed changes to the Peregrine software. (Q1)

Begin regular maintenance visits to rural campuses by Computing and Communications staff. (Q1)

Center for Academic Technology assesses the adequacy of existing smart classrooms and develop a plan for improvements, if needed. (Q1)

Center for Academic Technology assesses the adequacy of existing videoconference facilities to meet UAF needs. (Q1)

Initiate efforts by the Vice Chancellor for Administrative Services to work with the Statewide Controller to define and resolve the most pressing customization needs in the Banner finance system. This is intended only to resolve the most urgent issues. Significant additional work will be needed involving the Banner Coordinating Team and Banner user groups as indicated in the list of Major Tasks. (Q1)

Form a committee, led by the Director of Libraries to recommend a set of policy guidelines to help to sharpen the focus of the TAB Board in its decisions about how to spend student technology fee revenue. The guidelines should indicate which categories of IT projects are appropriate for TAB funding and distinguish these from the categories that are to be supported by general fund money. Present the policy guidelines to the Chancellor for approval. (Q1)

Second Quarter (Q2)

Implement the new operating procedures of the Computing and Communications and Telephone Utilities groups for handling network moves, adds and changes. (Q2)

Implement the new Computing and Communications Help Desk work order process. (Q2)

Develop a user information plan for Computing and Communications, and the Center for Academic Technology. (Q2)

Begin advice and guidance by the Director of Libraries to the TAB Board in operating within the new policy guidelines. (It is anticipated that the Chief Information Officer/Chief Technology Officer will ultimately assume this role.) (Q2)

Begin aggressive effort by the Vice Chancellor for Administrative Services to work with colleagues in the Statewide administration, UAA and UAS to develop and implement a plan to make the Banner Coordinating Team and Banner user groups more effective. (Q2)

Third Quarter (Q3)

Implement the user information plan for Computing and Communications, and the Center for Academic Technology. (Q3)

Recruit and hire 4 new Computing and Communications staff members. (Q3)

Begin work by Associate Vice Chancellor for Facilities and Director of Libraries to develop a transition plan for the integration of Telephone Utilities into the central IT organization. (Q3)

Search for Chief Information Officer/Chief Technology Officer. (Q3-Q6)

Computing and Communications inventory all 61 computer labs and, with consultation of owning departments, develop a plan to consolidate, upgrade and partially centralize UAF computer labs. (Q3-Q4)

Director of Libraries leads a faculty committee to plan a new IT faculty support organization, to report to the Chief Information Officer/Chief Technology. The new unit will train and assist UAF faculty in using IT in their teaching. The Director seeks the assistance of the Director of the Center for Distance Education in the development of this plan. (Q3-Q4)

Fourth Quarter (Q4)

Search for Chief Information Officer/Chief Technology Officer. (Q3-Q6)

Computing and Communications inventory all 61 computer labs and, with consultation of owning departments, develop a plan to consolidate and upgrade at least some of the UAF computer labs. (Q3-Q4)

Director of Libraries leads a faculty committee to plan a new IT faculty support organization, to report to the Chief Information Officer/Chief Technology. The new unit will train and assist UAF faculty in using IT in their teaching. The Director seeks the assistance of the Director of the Center for Distance Education in the development of this plan. (Q3-Q4)

Fifth Quarter (Q5)

Implement the transition plan for the integration of Telephone Utilities into the central IT organization. Telephone Utilities reports to Director of Libraries until Chief Information Officer/Chief Technology Officer is appointed. (Q5)

Search for Chief Information Officer/Chief Technology Officer. (Q3-Q6)

Computing and Communications begin construction of first two consolidated computer labs. (Q5-Q6)

Sixth Quarter (Q6)

Search for Chief Information Officer/Chief Technology Officer. (Q3-Q6)

Computing and Communications begin construction of first two consolidated computer labs. (Q5-Q6)

Seventh Quarter (Q7)

Hire Chief Information Officer/Chief Technology Officer and Administrative Assistant. (Q7)

After Chief Information Officer/Chief Technology Officer is appointed, carry out reorganization described in Table 2 of this report. (Q7)

After Chief Information Officer/Chief Technology Officer is appointed, establish an IT advisory board, comprised of representatives of academic and administrative units. (Q7).

After Chief Information Officer/Chief Technology Officer is appointed, recruit and hire 2 new staff for new IT faculty support organization and begin operation. (Q7)

Eighth Quarter (Q8)

Chief Information Officer/Chief Technology Officer leads a committee in writing a UAF strategic plan for IT. (Q8-Q9)

Ninth Quarter (Q9)

Chief Information Officer/Chief Technology Officer leads a committee in writing a UAF strategic plan for IT. The plan is submitted to the Chancellor for approval. (Q8-Q9)

Tenth Quarter (Q10)

Design and build additional consolidated computer labs (Q10-11)

Eleventh Quarter (Q11)

Recruit and hire 3 new Computing and Communications staff members. (Q11)

Recruit and hire 1 new staff for new IT faculty support organization. (Q11)

Design and build additional consolidated computer labs (Q10-11)

Estimated Budget Impact

The estimated increases to the UAF operating budget are presented in this section. Incremental increases are given for each fiscal year, and cumulative increases can be calculated by adding the incremental annual increases. For consistency with the availability of financial resources, the scheduling of major tasks within the plan was done so that budget increases of \$300,000 per year for FY04, FY05, and FY06 will cover the cost of the plan. In fact, the scheduling of some actions was driven by this constraint.

For purposes of estimating budget increases, it is assumed that the plan will be initiated on January 1, 2003. Thus, the numbered calendar quarters correspond to fiscal years as follows:

FY 03:	Q1, Q2
FY 04:	Q3-Q6
FY 05:	Q7-Q10
FY 06:	Q11-Q14

Estimated incremental budget increases are shown in Table 3.

Estimated Incremental Annual Budget Increases

<u>Year</u>	<u>Item</u>	<u>Item Cost</u>	<u>Incremental Annual Cost</u>
FY03			No impact
FY04			\$300,000
	4 new Computing and Communications staff	\$240,000	
	2 new computer labs	60,000	
FY05			300,000
	New CIO/CTO and Administrative Assistant	180,000	
	2 new IT faculty support staff	120,000	
FY06			300,000
	3 new Computing and Communications staff	180,000	
	1 new IT faculty support staff	60,000	
	Additional new computer labs	60,000	

Table 3

Appendix A

UAF INFORMATION TECHNOLOGY PROJECT MEETING SCHEDULE

DR. ALEX HILLS AND PAUL H. MCCARTHY

October 28 – October 31, 2002

Monday, October 28, 2002

- 9:00–10:00 a.m. Alex Hills
Paul McCarthy
Mark Neumayr
Administrative Services Bldg.
VCAS Office
(Van has been reserved)
- 10:30–11:30 a.m. Curt Madison, Director
Center for Distance Education and Independent Learning
Kayak Room
- 11:30–12:30 p.m. Michael Scott, Director
Center for Academic Technology
Kayak Room
- 12:30–1:30 p.m. LUNCH
- 1:30–5:00 p.m. Division of Computing and Communications
DCC Conference Room, Room 235, Bunnell Bldg.

Tuesday, October 29, 2002

- 8:00–9:00 a.m. Don Foley, Interim Dean, Student Services
Kevin Huddy, Director, Residence Life
Tim Stickel, Asst. Dean, First Year Experience Program
Kayak Room
- 9:00–10:00 a.m. Brian Barnes, Director
Institute of Arctic Biology
Kayak Room
- 10:00–11:00 a.m. David Woodall, Dean
College of Science, Engineering & Mathematics
Kayak Room

Tuesday, October 29 (continued)

- 11:00–12:00 p.m. Roger Norris-Tull, Dean
School of Education
Kayak Room
- 12:00-1:00 p.m. Lunch Meeting with TAB Board
Kayak Room
- 1:00–3:00 p.m. Mark Neumayr and VCAS Directors & Staff
Carolyn Chapman, Director of Human Resources
Terry Kelly, Director of Procurement & Contract Services
Greg Krier Project Coordinator, VCAS
Kathleen Schedler, Assoc. Vice Chancellor for Facilities.
Mike Supkis, Director of Safety Services & Fire Station
Vice Chancellor's Conference Room, Admin Svcs Bldg.
(Van has been reserved)
- 3:30–4:30 p.m. Aldona Jonaitis, Director
UA Museum
Kayak Room
- 4:30–5:30 p.m. Kathleen Schedler
Associate Vice Chancellor for Facilities
Kayak Room

Wednesday, October 30, 2002

- 8:00–9:00 p.m. Jim Collins, Dean
School of Management
Kayak Room
- 9:00-11:00 a.m. Claudia Clark, Dean of Enrollment Management & Staff
Colleen Abrams, Coord of Online Student Academic
Services
Nancy Dix, Director of Admissions
JoAnne Ducharme, Director of Rural Student Services
Ruth Even, Registrar, Interior-Aleutian Campus
Tamara Hornbuckle, Financial Aid Advisor
Wanda Martin, Director, Academic Advising Center
Don Schaeffer, Director of Financial Aid
Ron Slominski, University Registrar
Tim Stickel, Asst Dean, First Year Experience Program
Kayak Room

Wednesday, October 30 (continued)

11:00-12:00 p.m. Carol Lewis, Dean
School of Agriculture & Land Resources Management
Kayak Room

12:00-1:30 p.m. Dr. Hills to lunch with Deb Brownfield
Director of Space Planning and Management
(She will meet you at the Kayak Room)

1:30- 3:00 p.m. CRA Directors Teleconference
JoAnne Ducharme, Director, Rural Student Services
Clara Johnson, Director, Interior-Aleutians Campus
Curt Madison, Director, CDE&IL
Deborah McLean-Nelson, Director, Bristol Bay Campus
Tony Nakazawa, Dir, Coop Extension Svc/He will try to call in
Possibly Lincoln Saito and Peggy Wood to participate
Participate from Paul's Office, Kayak Room or 108 Brooks
(Doreen to e-mail bridge number)

3:00-4:00 p.m. Provost Paul Reichardt
Kayak Room

4:00-5:00 p.m. Joe Kan
Dean of the Graduate School
Kayak Room

Thursday, October 31, 2002

8:30-9:30 a.m. Vera Alexander
Dean, School of Fisheries & Ocean Sciences
Steve Sweet, System/Network Manager, SFOS/IMS
Kayak Room

9:30-10:30 a.m. Phyllis Morrow, Interim Dean
College of Liberal Arts
Eric Heyne, Associate Dean
College of Liberal Arts
Kayak Room

10:30-11:15 a.m. Greg Petrowich
Station General Manager, KUAC FA/T
Kayak Room

Thursday, October 31 (continued)

11:15-12:00 p.m.	Scott Ebanez Assistant Director, Polar Express Kayak Room
12:00-1:00 p.m.	Lunch/Dr. Hills and Steve Smith Chief Technology Officer Information Technology Services
1:00-2:00 p.m.	Ted DeLaca Vice Provost for Research and Director, Office of Sponsored Programs Kayak Room
2:00-3:00 p.m.	Sukumar Bandopadhyay Dean, School of Mineral Engineering and Director, Petroleum Development Lab and Director, Mineral Industry Research Lab Kayak Room
3:00-4:00 p.m.	Hans Nielsen, Associate Director Geophysical Institute Bob Shefchik, Assistant Director, Finance Geophysical Institute Kayak Room
4:00-5:00 p.m.	Frank Williams, Director Arctic Region Supercomputing Center Kayak Room
5:00-6:30 p.m.	Marshall Lind, Chancellor, UAF Mark Neumayr, Interim Vice Chancellor, Administrative Services Paul Reichardt, Provost, UAF Debrief of IT Visit Kayak Room

Appendix B

UAF Information Technology Survey

Please answer the following questions (as they apply to your unit) to the best of your ability. If you're not sure of the exact answer, please guess or estimate. Information technology (IT) support here means any kind of support that is needed to use computers and networks to support academic or administrative activities. If you need more space, use the back of this page.

1. In each of the categories listed below, please describe the quality of the IT support you receive and specify which UAF unit (DC&C, FTRC, your own unit, etc.) provides the support.

Desktop support:

Network support:

Administrative computing:

Computer labs:

Technology in classrooms:

Other:

2. What is your general perception about the quality of IT support at UAF?

3. What are your suggestions about how UAF can improve the quality of IT support?

4. How many IT support staff are part of your unit (number of people and FTE)? Please estimate if you're not sure of the exact numbers.

Appendix C

Benchmark Analysis

In evaluating the resources, both financial and human, being devoted to information technology at UAF, it is helpful to compare the University with other universities and their support of information technology. In this Appendix UAF IT expenditures and staffing levels are compared with benchmark institutions.

Table C-1 shows the expense of operating UAF's central IT organization in FY 02. It is important to note that, as in any university, there are substantial IT expenditures outside the central organization, but, for purposes of this analysis, it is most instructive to focus attention on central IT expenditures.

Most helpful for doing university IT benchmark comparisons is the COSTS database that is maintained for Educause at Hamilton College. The COSTS database tracks, among other variables, the central IT budget per person and the central IT staffing level per person. "Person" in this case means a full-time student or employee of the university. For comparison purposes, the number of FTE students, faculty and staff has been used as the measure of "persons" at UAF. The COSTS database categorizes universities using the Carnegie categories. Thus, in Table C-2, information is shown for highly selective liberal arts colleges (Carnegie B1), less selective liberal arts colleges (Carnegie B2), Masters granting institutions (Carnegie M12), and doctoral/research institutions. Unfortunately, COSTS has so little information in the last category that it does not publish results.

In Table C-2 the median central IT budget per person and median central IT staff per person from the COSTS database are shown for each institutional type. Each of these is multiplied by the number of "persons" at UAF in FY 02 to give a comparison level for central IT expenditures and central IT staff. These are shown in the third and fifth columns of Table C-2.

Although the results shown in Table C-2 are not unambiguous, it does appear that UAF expenditures and staffing levels are somewhat below those of other institutions. The results are more clear-cut in the staffing area than in the budget area.

Table C-3 approaches the question of central IT expenditures from a different direction. The COSTS database shows that, for all Bachelor's and Master's institutions included in the database, the median central IT budget as a percent of institutional budget is 4.9 percent. For comparison purposes UAF's FY 02 institutional budget was used, but the portion of the budget attributable to the UAF research institutes was excluded. This seems appropriate for two reasons. One is that some of the research institutes provide their own IT support and are not very dependent on UAF's central IT organization. The second reason is that excluding the research institutes makes UAF look somewhat more

like the Bachelor's and Master's institutions that are being used for the benchmark comparison.

Using this approach and applying the 4.9 percent benchmark figure to the UAF FY 02 institutional budget, excluding the research institutes, one calculates a benchmark figure for central IT expenditures that is approximately three times the actual level of central IT expenditures at UAF.

It must be emphasized that benchmarking university IT operations is a very inexact science. The problem is that direct comparisons are difficult or impossible because universities track IT expenditures in so many different ways. For example, services that are centrally provided at some institutions are handled by individual academic and administrative units and other institutions. For this reason, the results shown in Tables C-2 and C-3 are intended only to give a general impression of how UAF compares with other universities.

**FY02 Central IT Expenses
(All in dollars)**

Personnel Services	
Telephone Utilities	\$ 653,200
Computing and Communications	<u>1,134,900</u>
	1,788,100
Non-Personnel Services	
Telephone Utilities	1,105,700
Computing and Communications	<u>385,000</u>
	1,490,700
 TOTAL CENTRAL IT EXPENSES	 \$3,278,900
 Other Department Non-Personnel Services (excluding telephone charges)*	 \$4,795,500
	<u> </u>
	<u> </u>
 TOTAL – ALL IT EXPENSES	 \$8,074,400

Source: UA Statewide Budget Development

* Telephone charges \$1,886,700

Table C-1

**FY 02 Benchmark Information
Per Person Basis
(FTE Students, Faculty and Staff)**

	Median Central IT Budget per Person	Applied to FY02 UAF Population	Median Central IT Staff per Person	Applied to FY02 UAF Population
Highly Selective Liberal Arts Colleges (Carnegie B1)	\$1299	\$8,899,400	0.0156	107
Less Selective Liberal Arts Colleges (Carnegie B2)	\$ 459	\$3,144,600	0.0060	41
Master's Granting Institutions (Carnegie M12)	\$ 643	\$4,405,200	0.0079	54
Doctoral/Research Institutions	N/A	N/A	N/A	N/A
UAF		\$3,278,900		30

Source: Benchmark information from Educause COSTS database

Table C-2

FY 02 Benchmark Information Institutional Budget Basis

	Median Central IT Budget As Per Cent of Institutional Budget	Applied to UAF FY02 Budget (Excluding Research Institutes)
All Bachelor's And Master's Institutions	4.9%	\$9,533,900
UAF		\$3,278,900

UAF FY02 Budget excluding research institutes \$194,569,500

Benchmark information from Educause COSTS database

Table C-3