



MEMORANDUM

Date: October 7, 2015

To: Main Campus IT Executive Governance Committee

From: Main Campus IT Strategic Advisory Committee

Re: IT Business Model Recommendations

We are writing to convey the initial recommendations for the implementation of a new information technology business model across the UNM main campus. In line with the planning work done by Kurt Salmon over the course of 2014-15, the following definitions, distinctions and classifications will provide an overarching framework for achieving more effective and efficient delivery of IT services campus-wide.

The first component of the recommendations is an agreed upon set of definitions that apply to the various service areas of information technology:

- **Enterprise:** Information technology services that are offered exclusively by a central entity.
 - Enterprise services require the development and execution of transparent service level agreements (SLA), which will include metrics on performance and mechanisms to ensure compliance and evaluate possible exceptions.
- **Supplemental:** Information technology services that are offered by a central entity on a non-exclusive basis.
 - Supplemental services require the development of and compliance with applicable standards to ensure that distributed units are delivering services at appropriate levels.
- **Incremental:** Enterprise services that are provided to a higher degree than baseline, but still by a single central entity.
 - Incremental services will typically have a cost associated with increased service levels above and beyond baseline services in the enterprise SLA.
- **Center:** Information technology services that are provided by independent units to university components with shared needs.
- **Component:** Information technology services that are provided by colleges, departments, or other university components.
- **Distributed:** Information technology services that are provided by individuals, work teams, and other less formal entities.

Listed below are the information technology services evaluated by the committee, along with our recommendations for the most appropriate assignment within the business model. Upon approval of the recommendations, the process to develop the appropriate Service Level Agreements and/or IT Standards will begin.

Attached to this memo is the recommended process to be used for SLA/standard development, along with an excerpt from the KSA final report related to the designation of enterprise services.

Recommended Enterprise Services

- Core System Acquisition, Management, & Development
- Data Center (core systems)
- Directory Listing
- Email and Calendar
- Emergency Notification System
- External Relationships
- External Vendor
- Identity Management
- Individual Software Purchases
- Information Security Incident Handling
- Information Technology Standard Compliance
- Information Technology Standard Development
- IP Address Management
- Master Hardware Contracts
- Master Software Licenses
- Mobile App Distribution (core systems)
- Mobile Device Management
- Network Management
- Network Security
- Service Desk (core systems)
- Telephone Services
- UNM Campus Connectivity
- Web Infrastructure
- Web Page Development
- Wired Network
- Wireless Network

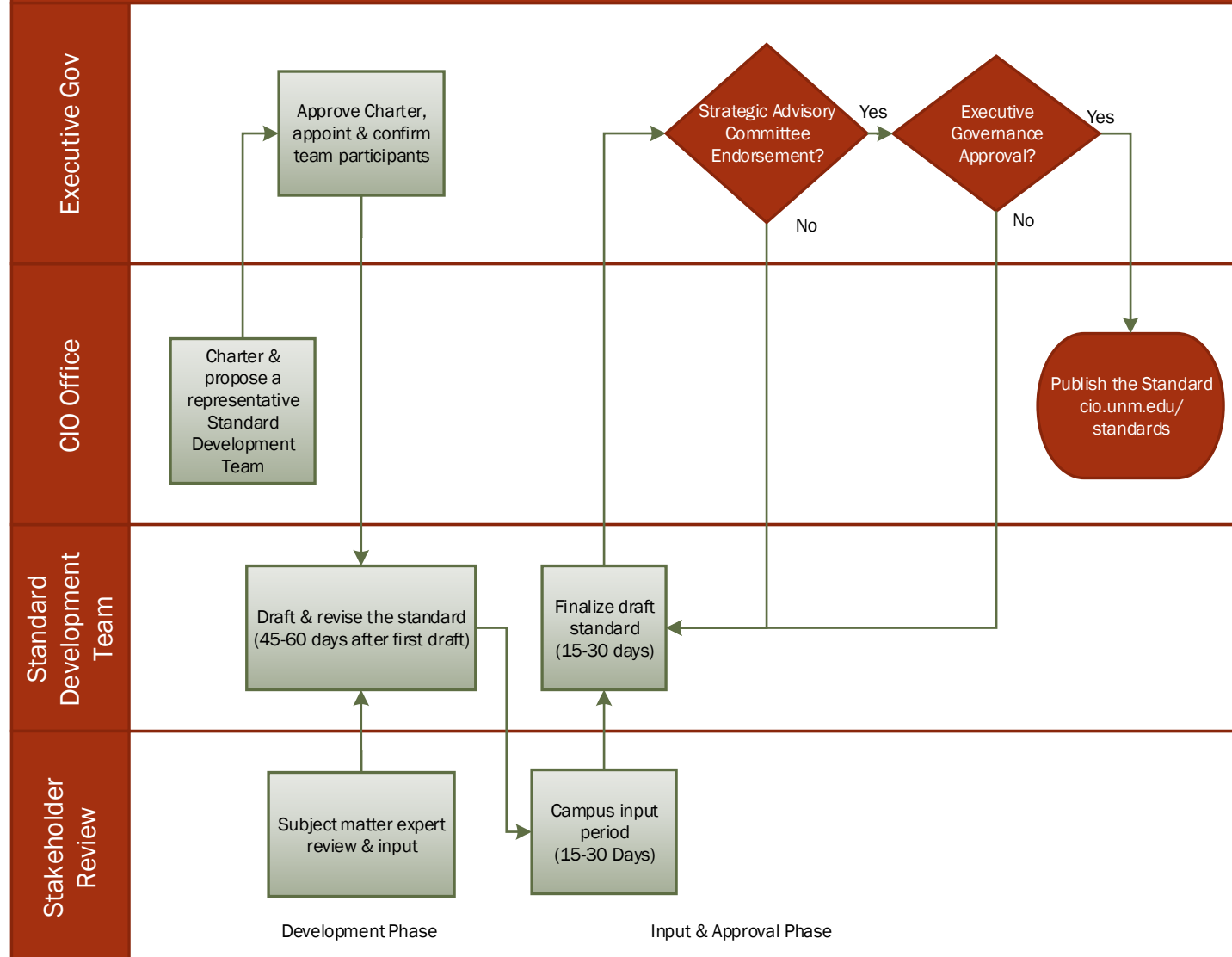
Recommended Supplemental Services

- Application Development
- Application Maintenance
- Data Center (non-core systems)
- End User Device Support
- Instant Messaging
- Instructor Evaluations
- Learning Management Systems
- Mobile App Distribution (non-core systems)
- Other Academic Support Services

- Printing
- Project Management
- Reporting and Report Development
- Service Desk (non-core systems)
- Student Elections
- Surveys
- Test Scoring
- Web Conferencing

IT Standards Development Process

October 2, 2015



Business Model

Deciding What Is Enterprise



Key Terms: Business Model

information technology may be provided at a number of levels

Term	Definition
Enterprise	Those aspects of <i>information technology</i> that are offered exclusively via a central entity
Incremental	Those aspects of Enterprise provided to a higher degree than baseline, but still exclusively by a central entity
Supplemental	Those aspects of <i>information technology</i> that are offered via a central entity on a non-exclusive basis
Center	Those aspects of <i>information technology</i> that are provided by independent units to university components with shared needs
Component	Those aspects of <i>information technology</i> that are provided by colleges, departments or other university components
Distributed	Those aspects of <i>information technology</i> that are provided by individuals, work teams, and other less formal entities



Initial Recommendations: Enterprise

- › Define initial Enterprise information technology areas
 - Define initial areas of focus
 - Set base level of services
 - Define costs for incremental services (fully cost basis)
 - Define bilateral service levels
 - Define transition plan
 - Update/establish standards and policies as necessary
 - Fund
 - Communicate
 - Enforce
- › Enterprise information technology is not synonymous with University Funded
 - Base level Enterprise information technology may be University or some other funding
 - Incremental technology is paid by the requestor from other funding sources (e.g., User Fee, Direct)
 - Services provided by a Center (e.g., CARC) may be University Funded in part to provide a base level to all researchers



Initial Recommendations: Enterprise

Enterprise information technology are those aspects of *information technology* that are offered exclusively via a central entity

Enterprise information technology should focus on

- › Risk management
 - The identification, assessment, and prioritization of potential threats, likelihood of occurrence and magnitude of adverse outcomes to enable coordinated, balanced, and economical application of resources that minimizes, mitigates, and monitors to control the probability and/or impact of unfortunate events
- › Enhancing Leverage across the university
 - Those aspects of *information technology* where aggregation provides economies of scale, enhanced transparency, accountability, risk reduction and/or enhanced control
- › **Delivery according to agreed upon written service levels**
 - The metric by which delivery of information technology is actively measured and monitored and against which performance is openly and transparently communicated, and the basis for establishing accountability

