

IT Centralization at CWRU: The Path from IT to [U]Tech

DOCUMENTING PROGRESS AND SUCCESS

It became clear early on in the process that communication, both internally and externally, would be a huge factor in realizing success. It was necessary to inform the constituents of IT what they could expect – improved service, enhanced security, greater resources – to stave off any anxieties about the change. It was equally important to inform the IT team of what they could expect – no massive layoffs, enhanced efficiency, greater internal resources, increased opportunities for professional development and collaboration – to encourage their comfort and buy-in of the initiative. As centralization unfolded, it became important to illuminate and celebrate successes with an ongoing PR effort to boost enthusiasm on both ends.

The centralization effort coincided with the crafting of a new strategic plan for the IT Division. Using the feedback from all the grass roots centralization discussions and studying global trends, a plan was developed that set priorities, focused energy and resources and provided direction for the changing, more centralized environment. It was natural that a strategic plan would be created at a time of significant self-evaluation and restructuring. The resulting plan, *“Re-Imagining IT,”* was distributed in 2016 and with its launching came a new name for the division University Technology, or [U]Tech. The “Re-Imagining IT” Strategic Plan features nine separate initiatives, culminating in one specific to centralization, demonstrating how the act of centralizing is woven into the fabric of the overall strategy for the division.

A division-wide system for tracking achievements was developed, along with several regular communication vehicles for sharing triumphs. Regular (annual, semi-annual) follow up pieces to the strategic plan were developed to highlight achievements and demonstrate progress.



<p>Explore the Strategic Plan</p> <p>2016</p>	<p>Explore the Progress Report</p> <p>2017</p>	<p>Explore the Progress Report</p> <p>2018</p>	<p>Experience the Progress Report</p> <p>2019</p>
---	--	--	---

[U]Tech Centralization:

Success Stories of Innovation, Collaboration and Creativity

Introduction

In 2016, Case Western Reserve University began the centralization of all information technology which had previously been distributed throughout the university's Schools, College and management centers. This led to the creation of an entirely new organization: University Technology, or [U]Tech. This organizational change improves cybersecurity, removes barriers and enables the delivery of a consistent IT experience across CWRU.

It also optimizes the university's investments in information technology by standardizing and leveraging purchases and staff, and addressing inherent redundancies created by duplication of commodity services. The centralization effort relieves the deans and management center leaders from running separate IT organizations and affords them the opportunity to concentrate on their intrinsic roles to the university.



\$1.6 Million

By centralizing, UTech has reallocated \$1.6 million, which has allowed it to do much more without adding resources. The following list represents some of the larger projects implemented as a result:

- Spartan Answers – A CWRU-Customized, Digital Personal Assistant
- Customer Relationship Management (CRM) Staffing
- Enterprise Data Lake
- UTech Staff Mentoring Program
- IT Professional Development
- HoloLens Support Team
- Health Education Campus (Samson Pavilion/Dental Clinic) Support Team
- Google Suite Support Team
- Faculty Information System
- Virtual Desktop Initiative
- Security Fusion Center
- Data Analytics Team
- Central Print Service
- Cloud-Based Campus Printing Network
- CWRU School of Medicine's Adaptation to Canvas