



HARVARD UNIVERSITY
Information Technology

IT Academy Update with CIO Council: Funding Model

September 5, 2017

Agenda

- Objectives
- Value of IT Academy
- FY19-21 rate model
- Appendix

Objectives

- Report on the recognized value of the IT Academy (ITA) to date
- Review a multi-year funding model to continue IT Academy through FY21
- Gain commitment from CIOC to continue to help fund and support ITA through FY21

IT Academy Vision: *A comprehensive and cohesive development program designed to provide Harvard's IT staff members with the knowledge, skills, and abilities to excel as "T Shaped Professionals to the schools/units they support.*

IT Academy Value

- 5,021 Level I badges issued
- 92 IT Professionals have achieved all 6 Level I badges
- 140 Level I classes delivered
- 49 Harvard IT Professionals facilitated at least one of our Level I classes

ITA Competency	Course Evaluation Themes
Service Mindset	<ul style="list-style-type: none">• Think about the situation from the user's perspective• Talk about how teams can connect with customers more effectively through a common language• Focus on moments of truth to ensure a positive user experience
Trusted Advisor	<ul style="list-style-type: none">• Handle difficult conversations more effectively• Work to build trust with users• Leverage the ladder of inference to avoid miscommunication
Information Security, ITIL, Agile, and Project Management	<ul style="list-style-type: none">• Increase knowledge in Harvard security policies to advise users with security in mind• Leverage Agile to more efficiently & effectively manage projects• Leverage ITIL to understand transition and implement new processes and workflows• Provide a clearer idea of the big picture through Project Management techniques

"This is my 2nd course in the IT Academy, and so far, it's batting 1000! While I have many, many years of experience in IT (at Harvard and elsewhere), I still find the opportunity to learn and grow vis-a-vis the IT Academy stimulating and exciting. I also enjoy the ability to interact with colleagues at the various Harvard schools very rewarding. THANK YOU!"

FY19-FY21 Rate Model – Expense Assumptions

Annual Expenses have been reduced from \$581K to \$412K (-29%)

- Includes 1.75 FTES (Program Manager, PT Program Assistant)
- Assumes all Instructors except ITIL are at no cost; ITIL instructor \$20-40K/yr
- Assumes training rooms continue to be provided at no cost

In \$'000

	FY19	FY20	FY21	3 Yr Avg
Program Wide Support	\$364.1	\$373.5	\$383.1	\$373.6
Service Mindset	\$1.1	\$1.2	\$1.2	\$1.2
Trusted Advisor	\$1.1	\$1.2	\$1.2	\$1.2
ITIL Foundations	\$40.2	\$41.0	\$21.7	\$34.3
Agile	\$1.1	\$1.2	\$1.2	\$1.2
Project Management	\$.5	\$.5	\$.5	\$.5
Info Security	<u>\$.5</u>	<u>\$.5</u>	<u>\$.5</u>	<u>\$.5</u>
Total Program Delivery	\$44.5	\$45.5	\$26.2	\$38.7
Total Expenses	\$408.6	\$419.0	\$409.3	\$412.3

Please note: the cost for training for an IT Academy class is \$25 per student

FY19-FY21 Rate Model – School/UCIO Allocation

Objective: Develop a 3 year fixed model to share ITA costs based on an agreed IT FTE based metric

- Source of FTE data: School FY2017 IPIT submissions

<i>In \$'000</i> Group	Option 1 UCIO pays for CA, FAS (all FTEs); Schools pay for both Direct & Decentralized		Option 2 UCIO pays for CA, FAS and All Decentralized; Schools Pay for Direct		Phase I (for Comparison)	
	FTEs	\$	FTEs	\$	FTEs	\$
HBS	228	\$59.8	152	\$39.8	136	\$47.3
HMS	174	\$45.8	84	\$22.1	100	\$34.8
HSDM	4	\$1.1	-	\$0	-	\$0
HKS	31	\$8.1	31	\$8.1	31	\$10.8
HLS	61	\$15.9	46	\$12.1	43	\$14.9
Chan	69	\$18.0	28	\$7.5	24	\$8.3
GSD	9	\$2.3	9	\$2.3	9	\$0
DIV	6	\$1.5	4	\$1.1	5	\$0
GSE	37	\$9.8	37	\$9.8	32	\$13.5
FAS (non HUIT)	-	\$0	-	\$0	205	\$50.0
SEAS	27	\$7.1	12	\$3.1	-	\$0
UCIO (incl CADM and FAS)	924	\$242.9	1,166	\$306.4	844	\$401.0
Total	1,569	\$412.3	1,569	\$412.3	1,429	\$580.6

Appendix

Assumptions used for determining funding model

- Training demand
- Population data (CIO managed vs. distributed)
- ITA participants to date
- Training already completed outside of the IT Academy
- Training target
- IT staff turnover

IT Academy Vision

A comprehensive professional development program of courses and activities that provides Harvard's IT employees with the competencies to excel as "T Shaped Professionals" to the schools/units they support.

Objectives

- 1. Design and implement a T Shaped Professional competency-based curriculum and course catalog that staff are motivated to participate in, starting in FY15.**
- 2. Reinforce formal training with coaching, & on-the-job (OJT) skills enhancement, starting in FY16.**
- 3. Integrate course catalog into an enterprise-wide learning management system (LMS) that supports individual development plans, course registration, and badging by FY17.**

Key Performance Indicators

- 1A. 70% of staff complete the common, competency based curriculum within 3 years; no open seats per class within 60 days of program rollout.**
- 1 B. All IT Academy courses receive top ratings (above 4.5 on a 5.0 scale) for meaningful, relevant content within 3 months of each course rollout**
- 2. 50% of all managers are leading OJT skills enhancement to their staff within 2 years of rollout.**
- 3. Course catalog is integrated into a corporate LMS within 6 months of LMS implementation.**

