Fashion Institute of Technology
Information Technology Assessment
Executive Summary

Final Report
April 2016
IT Assessment Overview

FIT has partnered with Deloitte to conduct an IT Assessment and provide recommendations in order to support the strategic direction of the College.

--- Fashion Institute of Technology ---

The Fashion Institute of Technology (FIT) of the State University of New York is an internationally recognized college for design, fashion, art, communications, and business located in Manhattan. FIT offers Associates, Bachelors, and Masters degrees and has approximately 10,000 students, 1,400 faculty, and 750 staff. FIT is ranked in the top 5 fashions schools worldwide, and the Museum at FIT is the world’s leading collections of fashion and textiles.

--- The Issue ---

The FIT strategic plan, Our Legacy, Our Future: FIT Beyond 2020, provides an institutional strategy and vision in which the strength and capabilities of IT will continue to play a vital role in achieving the institution’s goals. Disruptive changes in technology require an agile and adaptive IT organization that can anticipate new requirements, engage the community, and deliver high quality services. As the IT organization continues to expand its portfolio, new and specialized skill sets are required for IT staff as well as specialized training and support for academic and administrative departments.

FIT has solicited the help of Deloitte Consulting to conduct an assessment of FIT’s Information Technology (IT) operating model across 6 areas: Organizational Structure, Staffing, IT Services, IT Risk Management, Policies and Procedures, and Administrative Operations for improvement to ensure that it is positioned to:

1) Provide optimum service and support for the FIT community
2) Anticipate and be prepared to implement and support new and emerging academic and administrative technologies as well as emerging developments in the IT arena in higher education
3) Support the strategic direction of the College

--- The Approach ---

Deloitte’s approach to conducting the assessment centers upon our IT Operating Model and Transformation Framework which considers the breadth and depth of FIT’s IT landscape and the interdependencies between different facets of the institution. The project is divided into 3 phases:

1) Conduct a Current State Assessment using stakeholder interviews, data analysis, and surveys
2) Conduct a Leading Practices and Gap Analysis using industry standards and peer benchmarking data
3) Provide Recommendations and a Roadmap for adopting changes
Deloitte’s IT Operating Model Framework

Deloitte’s IT Operating Model and Transformation Framework provides a conceptual model for understanding the multiple dimensions of an IT organization across 5 primary dimensions.

- **Focuses on all dimensions** of the IT environment
- **Enables a detailed evaluation** of the current state and leading practices within each component of the framework
- **Provides for a comprehensive** set of recommendations taking into account the interdependencies between different facets of the IT organization and the institution
- **Encompasses the 6 areas requested for evaluation** in the RFP within the 5 dimensions of the IT Operating Model
Current Snapshot of IT at FIT

- The IT Division accounts for 9.3% of FIT’s $196M budget for FY16. $5.67M of IT’s budget is available as OTPS. An additional, $1.67M was spent on IT related costs by other divisions in FY15.
- Excluding personnel costs, Central IT accounts for 10% of FIT’s OTPS budget.

There are 5 channels for users to submit requests for help: 2 emails, 2 walk-ups, online portal, and phone.

- 18,791 tickets opened in 2015
- 38 hours avg ticket open time
- 25% of tickets escalated to Tier 3
- 16,160 additional service request emails answered

- There are 106 central IT staff with an average of 16.6 yrs of service.
- There at 41 staff members across the college in other departments who also perform IT related activities (e.g., the library, graduate studies, HR) and some academic departments have faculty serving as liaisons (e.g., Art and Design).

There are 90 other applications, 36 with Banner interfaces.

- IT currently has 70+ pending and upcoming projects.

- The primary data center (1100 sq ft) will need to relocate with the construction of the new academic building.
Perception of IT Services at FIT

Stakeholders have varying perceptions on the current effectiveness of IT services and capabilities but follow a similar response pattern. All groups indicate that the effectiveness of IT governance (#4) and the IT organizational structure (#13) are challenges.

**IT Effectiveness Stakeholder Questionnaire**

1. Overall level of understanding of FIT’s strategic priorities?
2. Overall quality of relationship with academic/administrative units?
3. Overall clarity of IT governance groups?
4. Overall effectiveness of IT governance at FIT?
5. Overall ability to successfully deliver projects on time and budget?
6. Overall quality of infrastructure services?
7. Overall quality of application development and maintenance services?
8. Overall effectiveness of enterprise architecture and standards at FIT?
9. Overall level of customer satisfaction with services?
10. Overall clarity of services offered?
11. Overall value of services offered?
12. Overall perception of sufficiency of personnel?
13. Overall effectiveness of organizational structure?
FIT Business Requirements for IT

Nearly every group identified the need for more collaboration and partnership between IT, schools, and other divisions. Specific needs of each group are highlighted below.

**Vice Presidents**
Need IT strategic planning, clarity on project ownership, and communication when making IT decisions which have widespread impacts on users (e.g., changing email platforms)

**Deans**
Need IT points of contact who understand the schools’ needs, IT to bring forward ideas in latest technology trends, and clarity on refresh cycles and funding responsibilities for incurred IT costs (e.g., maintenance of technology acquired by the department or through grants)

**Faculty**
Need effective knowledge sharing regarding available resources (e.g., software used across schools), clarity on refresh cycles, quick resolution for classroom problems, continued engagement when planning new IT spaces, and consistent, high quality classroom technology

**Students**
Need foundational solutions to meet the realities of the large commuter population (e.g., more power outlets in common areas and classrooms and 24 hour lab spaces), easier access to printing, awareness of available resources across campus, more consistent technology in the classroom, and training for faculty using classroom technology

**IT Managers**
Need better understanding of strategic vision to be more proactive, more direct customer engagement, and to have clear policies and procedures both internally and externally

**Directors and Staff**
Need reliable technology and assistance for public events, IT points of contact who understand business needs, effective communication and coordination when planning for system maintenance, clarity in refresh policies, and more effective data governance, definitions, and access guidelines

**College Finance and Administration**
Need more vision and clarity on the prioritization process for IT projects and a better understanding of the business case associated with various IT projects and potential investments
## IT Leadership and Governance Key Observations

FIT lacks a robust IT governance structure to support IT strategic vision and decision making and a framework for ranking competing priorities and allocating resources.

### Current Limitations

**Decision Making:** FIT lacks a robust IT governance structure to support IT strategic vision and decision making or a framework for ranking competing priorities and allocating resources across the campus.

**Coordination:** Different stakeholder groups across campus are involved in developing facets of IT strategy (e.g. Faculty Senate IT Committee, Academic Technologies Working Group, Digital Asset Management task force) but without a clear and consistent path for turning recommendations into action.

**Project Planning:** There is a lack of clarity and consistency of how requests become projects and the role of IT and business sponsors in driving projects.

**Policies and Processes:** Individual departments have documented processes, but there is a lack of robust policies and procedures across the division, including security and data governance policies.

### Current Opportunities

**FIT Vision:** FIT has a clear vision of where it is headed with a defined strategic plan, master plan, operational plan, and institutional initiatives.

**Support:** There is widespread support and interest among both IT staff and the campus community for more defined governance structures and processes.

### Strategic Direction

- **Our Legacy. Our Future. FIT Beyond 2006:**
- **Information Technology Strategic Plan:**
- **Academic Technologies:**
- **Working Group on Academic Technologies:**
  - Spring 2015 Update
IT Finance Key Observations

IT follows the institutional budgeting process, however, there is not robust dialogue regarding how requests support the strategic plan or the business case surrounding specific requests.

Current Limitations

**Decentralized Spend:** Other departments incur IT related expenses (e.g. printers, desktops/laptops, applications) due to a lack of defined service level expectations from IT. For FY15, this totaled an estimated $1.68M which accounts for 25% of all OTPS IT spend across the campus.

**Budgeting:** The budget process does not always yield the types of conversations needed to articulate the vision, mission, and business case for new IT initiatives, including how projects have been prioritized or agreements established with other departments. Additionally, budget submissions lack the business context needed for non-IT staff to fully understand the initiative or the alignment to the FIT Strategic Plan.

**Planning:** Funding conversations for decentralized spend often happen after project initiation and frequently do not account for the full lifecycle cost of the initiative.

Current Opportunities

**Support:** Both IT Finance and the college Finance and Administration team are receptive to the creation of standard business cases for campus projects with an IT component.

**Central Funding:** A central IT model provides a number of opportunities to leverage resources and knowledge sharing and to reduce redundant spending across the campus.

FY16 IT Budget by Cost Center

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Fashion Institute of Technology IT Assessment Final Report: Executive Summary
IT Talent Key Observations

Many staff are eager to make a positive impact, however, current organizational and incentive structures are not fully aligned to help staff grow, learn, and feel empowered.

**Current Limitations**

**Structure:** The CIO has 11 direct reports. Each direct report has varying spans of control ranging from 0 to 8. There are 72 different job titles for the 106 employees.

**Alignment:** Nearly 25% of the IT staff primarily perform managerial and administrative functions, and IT does not have anyone primarily aligned to Instructional Design or Information Security.

**Vacancies:** IT has reported challenges in filling vacancies due to a lack of clarity in the vacancy review process and an inability to fully explain the criticality of an IT position for maintaining customer support.

**Professional Development:** Interviewees indicate there is a lack of both structured and informal performance feedback within IT. There are limited financial incentives for high performing employees and as a result, there are frequent requests for employee reclassification.

**External Collaboration:** Both IT and campus users desire greater collaboration and for IT to be viewed as a strategic partner.

**Motivated Staff:** Several IT staff and Managers have ideas for improvement and have informally implemented processes and workflows within their own departments. IT managers play a critical role in shaping the culture on teams, and many staff have expressed pride in working for FIT.
IT Services and Enabling Capabilities Key Observations

There is a lack of shared understanding regarding IT’s role among campus users and a lack of defined services and supporting processes.

**Current Limitations**

**Service Catalog:** IT provides some information on its website but does not have a full service catalog that defines available services, products, and service level expectations which results in user ambiguity and frustration. IT has begun work to develop a catalog.

**Operations:** While some IT departments have created their own workflows and procedures, the division is lacking consistent policies, processes, and procedures.

**Process Improvement:** IT is missing mechanisms to consistently collect and monitor service levels, making continuous process improvement difficult.

**Help Desk:** The help desk does not have robust self-service and does not have defined criteria for different levels of support (1-3). There is a lack of standardization on how Tier 3 tickets are resolved across departments with 25% of tickets escalated to Tier 3.

**Network Audit:** IT has closed several security vulnerabilities but still needs to develop a network lifecycle management approach.

**Current Opportunities**

**Helpdesk:** There is momentum and interest to start collecting and utilizing metrics to improve customer service.

**Refresh Cycles:** Desktop Services has started developing a refresh plan for user desktops and laptops. Other IT departments follow general guidelines for refresh cycles and maintain manual inventories of equipment (e.g., Academic Computing, SSIA, Network).

**Architecture:** There is an opportunity with the relocation of the main data center to evaluate and strategically design a future network and infrastructure vision.
Benchmarking Summary

The benchmarking analysis reveals that FIT is higher than its peers and industry benchmarks in funding and staffing levels.

### Operating Model

- **Application Staff as % of Total IT Staff (FTE)**
  - FIT: 15% (20%)
  - Peer B: 10% (15%)
  - Peer A: 5% (10%)
  - Peer D & E: 0% (5%)

- **End Users (Faculty and Staff Headcount) Per IT FTE**
  - FIT: 5 (15%)
  - Peer C: 25 (75%)
  - Peer D: 65

- **End Users (Student Headcount) Per IT FTE**
  - FIT: 0 (15%)
  - Peer C: 150 (50%)
  - Peer D: 750

- **Central IT Staff as % of Total Staff (FTE)**
  - FIT: 4% (15%)
  - Peer A: 10% (20%)
  - Peer B: 20% (30%)
  - Peer D: 30% (40%)

### IT Finance

- **Applications Spend as % of Total IT Spend**
  - FIT: 16% (20%)
  - Peer B: 12% (12.5%)

- **Central IT Spend as % of Total Operating Budget**
  - FIT: 2% (10%)
  - Peer B: 6% (7.5%)

- **% of Desktop Virtualization**
  - FIT: 0% (10%)
  - Peer A: 20% (20%)

- **% of Servers Virtualized**
  - FIT: 0% (10%)
  - Peer A: 60% (60%)

### Equipment and Infrastructure

- **Number of Laptops/Desktops Per End User Support Staff**
  - FIT: 60 (150)
  - Peer C: 150 (450)

### IT Service Management

- **Support Cost Per Help Desk Incident/ticket**
  - FIT: $30 (Ticket & Emails $24)
  - Peer C: $60 (Ticket-only $44)

- **Monthly Tickets Per Help Desk Agent (FTE)**
  - FIT: 100 (300)
  - Peer B: 200 (600)

### Total Support Cost Per Help Desk FTE

- FIT: $50K

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1 Industry benchmarks were calculated from 2014 EDUCAUSE survey data and filtered for enrollment between 5,000-15,000 for Associate Schools (n=46) and Baccalaureate Schools (n=5).
2 Four SUNY peer institutions returned survey data and participated in CIO interviews: Buffalo State, SUNY Oswego, Rockland Community College, and Westchester Community College.
3 Three institutions with similar enrollment levels with centralized IT were included from Deloitte’s internal benchmark database as industry comparisons: Boston College, Notre Dame, and the University at Albany.
Aligning for Change

As IT continues to grow, it is critical to align people, process, and technology investments to address current limitations and challenges.

**Align Processes** for effective planning through governance structures, policies, and procedures that make sure the right stakeholders are involved at the right time with the right information to appropriately plan for the IT needs of tomorrow.

**Align Technology** to build a strong IT brand reflective of the internationally renowned FIT brand in which customers identify IT with excellence customer service and high quality, reliable technology.

**Align People** by coupling the right skills and training with the right structures and processes to support empowered decision making and growth of IT staff.
IT Transformation Priorities

To achieve people, process, and technology alignment there are three critical transformation priorities for IT at FIT.

1. Build Effective Structures and Direction
   Create internal and external structures and vision to inform effective decision making and alignment:
   - Organizational Structure
   - IT Governance bodies
   - IT Strategic Plan

2. Standardize Policies, Processes, and Procedures
   Formalize IT policies and procedures for increased efficiency and effectiveness:
   - Internal
   - End-User
   - Interdepartmental collaboration
   - Project prioritization & planning

3. Optimize the IT Experience
   Ultimately, IT needs to focus on enhancing the end user experience to deliver efficient, timely, and innovative services:
   - IT Services Catalog
   - Application Inventory
   - Service Level Agreements
   - Performance Monitoring
A Chance to Grow, an Opportunity to Build On Strengths

There are a number of strengths and positive accomplishments within IT which provide a foundation upon which to grow. A few examples are provided below.

**Internal Collaboration**
Most IT Managers and staff express productive working relationships among each other, and the new space has helped with collaboration and communication.

**Talent**
Every stakeholder group interviewed mentioned that there are some very talented individuals within IT who consistently deliver excellent, reliable customer service.

**IT Service Management Momentum**
IT is moving towards developing a service catalog.

**Student Satisfaction**
Students are generally content with IT services and improvements in WIFI coverage.

**Project Highlights**
Interviewees note that projects are much more successful when IT is brought in as a collaborative partner (e.g., Museum counter, Courseleaf, and Google training).

**Network and Infrastructure Upgrades**
A number of upgrades have been made to the access layer since the WPG Assessment.
Future Vision for IT at FIT

Building upon current strengths and future state recommendations will enable FIT to meet its goals to provide optimum service and support for the FIT community, anticipate and support new emerging technologies, and support the strategic direction of the College.

Future Vision for IT at FIT

- The IT Division is celebrated as an organization that meets the current needs of today, strategically plans for the needs of tomorrow, and is appreciated across the College as a valuable partner in innovation

- Stakeholders have a shared understanding of IT services, expectations, pathways for escalation, and responsibilities

- There is consistent communication and collaboration with College departments

- IT projects have clear alignment with institutional priorities and objectives

- There are defined standards, consistent business case development, and lifecycle planning for all IT investments throughout the College
Future State Recommendations

The following is a list of 19 recommendations necessary to transform IT operations over the next 24 months to meet the growing IT needs of the College.

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<thead>
<tr>
<th>1. IT Leadership and Governance</th>
<th>2. IT Finance</th>
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<tr>
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Recommendation Prioritization

Each of the 19 recommendations are plotted below* and have varying degrees of implementation difficulty and value on operations.

Key Observations

- The governance recommendations (1.1-1.4) provide higher value with lower implementation difficulty compared with other recommendations.
- The talent transformation activities (3.1, 3.2, 3.4, 3.5) have moderate to higher difficulty.
- The service and enabling transformation activities vary in their impact and difficulty. 4.1 (“Implement a Service Management Approach) is a high priority that will create high operational value but will require greater implementation investment.

* Note: The size of the bubbles represents anticipated impact on IT effectiveness.
Recommended Implementation Timeline

The first year of activities is focused on building governance and organizational structures to support effective IT decision making and service delivery.

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Note: The timeline represents implementation activities only and not re-occurring activities after the recommendation has been implemented.
IT Transformation Benefits

Taking the steps necessary to transform its IT operating model, FIT can expect to achieve the following benefits.

- **Reduce** wasteful spend on improperly scoped projects and duplicative software and applications
- **Greater** utilization of core IT services
- **Greater** clarity on software and applications which can be leveraged across the College
- **Reduce** redundant and duplicative systems and processes
- **Strategic** allocation of human and financial resources
- **Improved** ability to align IT resources with high-level priorities
- **Strategic** planning for modern and innovative technology that effectively supports FIT’s strategic and operational plans
- **Services** that are standardized, consistent, measured and leveraged for continuous performance improvement