


Office of Information Technologies

MEMORANDUM

Date: November 14, 2003
To: Carolyn Ainslie, Chair, Workforce Planning Committee
From: Polley McClure 
Subject: IT Workforce Planning Report
Cc: Susan Henry, Ed Lawler, Bob Swieringa, Inge Reichenbach,
Paul Streeter

In June I submitted a status report consisting of a set of recommendations based on the External Review of Administrative Computing and a draft Comprehensive Review of IT Costs which contained an Overview, a draft of Roles and Responsibilities and a set of recommendations in the form of Best Practices for Management of IT.
(<http://www.cit.cornell.edu/oit/Reports/2003/>)

You asked for an estimate of potential cost savings associated with the recommendations and Gartner Consulting has provided those numbers. In addition, I have met with groups of stakeholders (such as the CCD's) and individuals (such as the Vice Presidents) to review the recommendations. I have revised the Roles and Responsibilities document to reflect my best judgment about the balance of the feedback I received.

Our Workforce Planning-IT Committee (Professors Bill Arms, Fred Schneider, Joe Thomas, and Charlie Fay and Paul Streeter plus myself) is recommending that the method whereby we attempt to harvest the savings be unit-level consideration of our recommendations. In that spirit we have drafted the outline of a unit plan that might form the basis of unit-level reviews. Our belief is that there is an incentive for taking action on the recommendations and, given the diversity of IT in distributed units, only the units themselves are in a position to make the assessments and tradeoffs required.

Attached is the draft final report for Phase I (External Review of Administrative Computing) and Phase II (Institution-Wide IT Support) of the information technologies workforce planning review and the plan for Phase III (Cornell Data and Voice Network Benchmark Plan).

The Phase I/II report consists of the following documents:

1. IT Workforce Planning Recommendations (both Phase I and II combined). These recommendations are explained in the two reports submitted in June, available at the URL above and they were validated by Gartner's analysis.
2. IT Roles and Responsibilities
3. Draft Workforce Planning IT Unit Plan
4. IT Workforce Planning Data Summary-Comprehensive Summary (This will give a picture of both general metrics of IT costs and a comparison of units with each other. A customized version of this report will be provided to each Dean and Vice President.)

The Phase III Cornell Data and Voice Network Benchmark Plan is also included.

There are five important themes that have emerged in our work:

1. When you look at aggregate expenditures for IT per employee or per device, Cornell compares favorably with industry benchmarks. We are not overspending on IT at Cornell in general.
2. Nevertheless, we think (and Gartner Consulting confirms this) that there are real opportunities for savings. We have identified those in our recommendations.
3. The total cost of IT at Cornell is in many ways a function of the complexity of the institution.
4. The balance of centralization/decentralization is central to the issue of IT costs and whether and how we can reduce those costs. Our definition of Roles and Responsibilities recognizes that there is a balance, with some services best provided centrally and others best provided locally.
5. Our recommendations include several that should be implemented by the administration or by CIT, but the bulk of opportunities for cost savings will come from actions to be taken by all the units of the university. IT is a distributed function and because of that the distributed units have to evaluate and act on their own priorities.

I look forward to discussing the recommendations and plans with you next week.