



Faculty Senate

UNIVERSITY of ALASKA ANCHORAGE

UAA Faculty Senate Agenda
Low Haines Conference Room (LIB 307)
Audio: 786-6755 | ID: 46450
2:30 - 4:30 p.m.
September 4, 2015

I. Call to Order

II. Roll- (P= Present; A= Absent; E= Excused; T= Telephonic Participation)

2015-2016 Officers:

Smith, Tara – President	King, Carrie - Chair, UAB
Fitzgerald, Dave - 1 st Vice President	Schmuland, Arlene - Chair, GAB
Widdicombe, Toby - 2nd Vice President	Hirshberg, Diane - Past President

2015-2016 Senators:

Bartels, Jonathan	Folias, Stefanos	Laube, Jeff
Bennett, Brian	Foster, Larry	McCoy, Robert
Benningfield, Tim	Fox, Deborah	Nabors, Forrest
Bowie, David	Garcia, Gabe	Ohle, Kathryn
Bridges, Anne	Graham, Rachel	Orley, Soren
Brown, Barbara	Harville, Barbara	Paris, Anthony
Bhattacharyya, Nalinaksha	Hoanca, Bogdan	Pence, Sandra
Cenek, Martin	Hollingsworth, Jeffrey	Schreiter, Mark
Cook, Sam	Horn, Steve	Shamburger, Carri
Dannenberg, Clare	Ippolito, Mari	Smith, Cheryl
Davis, Leanne	Kappes, Bruno	Strobach, Cynthia
Denison, Veronica	Karahan, Gokhan	Thiru, Sam
Din, Herminia	Kelley, Colleen	Toscano, Sharyl
Downing, Scott	Kirk, Sarah	Trotter, Clayton
Dutta, Utpal	Knott, Cathy	Venema, Rieken
Flanders Crosby, Jill	Kopacz, Eva	Ward, Jervette
	Kuden, Jodee	

II. Agenda Approval (pg. 1-3)

III. Meeting Summary Approval (pg. 4-9)

IV. Officer's Reports

A. President's Report (pg. 10-11)

i. UAA Smoke and Tobacco-Free Update (pg. 12-13)

B. First Vice President's Report

C. Second Vice President's Report

V. Old Business**VI. Consent Agenda****A. Graduate Curriculum**

BA A634 Organizational Design and Development

B. Undergraduate Curriculum**i. Courses**

MA A140	Healthcare Documentation
HUMS A424	Advanced Counseling for Human Service Professionals
HUMS A434	Group Facilitation for Human Service Professionals
HUMS A495	Human Services Practicum III
RADT A161	Fundamentals of Medical Imaging I
RADT A171	Fundamentals of Medical Imaging II
RADT A251	Radiobiology and Protection
RADT A295A	Radiography Practicum IV
RADT A295B	Radiography Practicum V

ii. Programs

AAS, Medical Assisting
OEC, Conflict Resolution
AAS, Radiologic Technology

iii. Approved Corrections

Prerequisites for PRPE A108 (pg. 14)
WELD A190 Repeatable Status (pg. 15)
Updates to Early Childhood Associate Program Catalog Copy (pg. 16)

C. Committee Vacancies

- i. Andrew Metzger, Graduate Academic Board CoENG Vacancy
- ii. Nalinaksha Bhattacharyya, University-wide Faculty Evaluations Committee

VII. Boards and Committees Reports**A. Graduate Academic Board****B. Undergraduate Academic Board (pg. 17)****C. General Education Review Committee (pg. 18)****D. University-wide Faculty Evaluation Committee****E. Academic Assessment Committee (pg. 19)****F. Academic Computing, Distance Learning and Instructional Technology and e-Learning (pg. 20-21)****G. Budget, Planning, and Facilities Advisory Committee- BPFA (pg. 22)****H. Nominations and Elections Committee****I. Diversity Committee**

- J. Faculty Grants and Leaves Committee
- K. Institutional and Unit Leadership Review Committee (pg. 23)
- L. Library Advisory Committee
- M. Student Academic Support and Success Committee (pg. 24)
- N. Community Campus Committee
- O. Academic Honesty and Integrity Committee
- P. Research and Creative Activity Committee

VIII. New Business

IX. Administrative Reports

- A. Chancellor, Tom Case
 - i. [CaseNotes](#)
- B. Provost, Sam Gingerich
 - i. Vice Provost, Susan Kalina (pg. 25-26)
- C. Vice Chancellor of Administrative Services, Bill Spindle
- D. Vice Chancellor of Advancement, Megan Olson (pg. 27-29)
- E. Vice Chancellor of Student Affairs, Bruce Schultz (pg. 30-33)
- F. CIO, Patrick Shier (pg. 34-38)
(see Informational Items for Gartner report)
- G. Union Representatives
 - i. UAFT
 - ii. United Academics
- H. Office of Institutional Effectiveness, Engagement and Academic Support (pg.39-42)

VIX. Informational Items & Adjournment

- A. Faculty Alliance Governance Report to the Board of Regents (pg. 43)
- B. Custodial Services Changes to Anchorage Campus (pg. 44-45)
- C. UAA Interprofessional Simulation Committee (pg. 46-48)
- D. Gartner Key Metrics for Education, 2015 (pg. 49-95)



Faculty Senate

UNIVERSITY of ALASKA ANCHORAGE

UAA Faculty Senate Summary
Alaska Airlines Center, Auxiliary Gym
Audio: 786-6755 | ID: 83249
2:30 - 4:30 p.m.
May 1, 2015

I. Call to Order

II. Roll- (P= Present; A= Absent; E= Excused; T= Telephonic Participation)

2014-2015 Officers:

P	Hirshberg, Diane – President	P	Miranda, Francisco - Chair, UAB
P	Smith, Tara - 1 st Vice President	P	Schmuland, Arlene - Chair, GAB
P	Chamard, Sharon - 2nd Vice President	P	Fitch, Mark - Past President

2014-2015 Senators:

P	Bartels, Jonathan	A	Graham, Rachel	P	Orley, Soren (Parliamentarian)
P	Bennett, Brian	P	Green, Amy	P	Paris, Anthony
E	Benningfield, Tim	P	Harder, Alberta	P	Partridge, Brian
P	Bowie, David	A	Harville, Barbara	P	Peabody, Alan
P	Brown, Barbara	P	Hoanca, Bogdan	P	Pence, Sandra
A	Cenek, Martin	P	Ippolito, Mari	P	Pfeiffer, Karl
P	Cook, Sam	P	Kappes, Bruno	A	Schreiter, Mark
P	Dalrymple, Tom	E	Karahan, Gokhan	P	Senette, Lynn
P	Dannenberg, Clare	P	Kirk, Sarah	A	Shamburger, Carri
A	Davis, Leanne	A	Kuden, Jodee	E	Skore, Tom
E	Din, Herminia	P	Miranda, Francisco	P	Snow, Pete
P	Downing, Scott	P	McCoy, Robert	P	Thiru, Sam
P	Drinka, Dennis	P	Mole, Deborah	P	Toscano, Sharyl
P	Dutta, Utpal	P	Moulic, Randy	P	Tremblay, Ammie
P	Fitzgerald, Dave	P	Morrison, David	P	Trotter, Clayton
P	Folias, Stefanos	P	Nabors, Forrest	P	Venema, Rieken
P	Foster, Larry	A	O'Leary, Joan	P	Widdicombe, Toby
P	Garcia, Gabe	P	Ohle, Kathryn		

II. Agenda Approval (pg. 1-4)

Consent Agenda has been amended to include the General Education Requirements for Baccalaureate Degrees

Approved as amended

III. Meeting Summary Approval (pg. 5-8)

Approved

IV. Administrative Reports

A. Chancellor, Tom Case

i. [CaseNotes](#)

Thanked everyone for all of their hard work this past year. Recognized that this is a time of celebration as graduation ceremonies are being held this weekend; there are approximately 1300 students graduating. This will be the first spring commencement held in the Alaska Airlines Center.

Thanked President Hirshberg for her leadership this past year and incoming President Tara Smith for her upcoming term.

Welcomed the new Dean of College of Engineering.

Honored Marva Watson, who is retiring this summer, and thanked her for her outstanding commitment to the university.

Announced this year's Chancellor's Award winners, which were also featured in the Green and Gold.

Recognized the successes of the 2015 Undergraduate Research Symposium and the UAA Seawolf Debate team.

B. Provost, Sam Gingerich

Thanked the Faculty Senate and its Executive Leadership for helping him transition into the Provost position. Thanked the Deans for their support and hard work this past year. The Deans will begin working on an operational plan this summer to help guide the academic side through the next few years as we continue to face budget challenges.

i. Office of Undergraduate Academic Affairs (pg. 9-12)

ii. Office of the Graduate School

C. Vice Chancellor of Administrative Services, Bill Spindle

Bill Spindle was not able to be present, however, he did emphasize to President Hirshberg that approximately 1 to 2 million dollars were saved through the program prioritization process; follow-ups regarding categories 4 and 5 will be vetted by June 30th; the university budget is still expecting a 19.5 million dollar reduction for FY15/16 as the legislature has not change anything during this delay; approximately 200 positions will be affected, but most of them are already unfilled. All personal decisions are expected to be announced by the end of May. Encouraged faculty to go to the website and email Vice Chancellor Spindle.

i. Facilities Update, Chris Turletes (pg.13-18)

Gave an update on budget shortfalls and their impact on services provided through facilities: Facilities, Planning and Construction, Environmental Health and Safety, Risk and Emergency Management, and Operations and Maintenance.

Custodial services will change, lawn services will be scaled back, and power usage will be evaluated. Asked the campus for help in doing conservation measures by turning lights out, taking trash to a central location, etc. Discussed enforcing the energy policy and doing an energy audit. Discussed completed, current, and upcoming projects on campus.

ii. Athletics Update, Keith Hackett and Deb Narang

Celebrated the 8th month mark of being in the Alaska Airlines Center and discussed the many community events held at the center since its opening.

Discussed the achievements of the UAA athletes: average grade point average for 2014 was 3.17; 1 in 6 athletes received a 4.0; athletics graduation rate is double that of the

normal rate. Thanked the faculty for their support, flexibility, and accommodations regarding the travel schedule and time commitment that is required of athletes.

- D. Vice Chancellor of Advancement, Megan Olson (pg. 19-21)
 - E. Vice Chancellor of Student Affairs, Bruce Schultz (pg. 22-25)
 - F. CIO, Patrick Shier
President Hirshberg thanked Pat Shier and his team for setting up the audio and technology for the Faculty Senate meeting.
 - G. Union Representatives
 - i. UAFT
 - ii. United Academics
 - H. Office of Institutional Effectiveness, Engagement and Academic Support (pg.26-28)
 - I. Office of Campus Diversity and Compliance Director, Marva Watson (pg. 29-30)
- V. Officer's Reports**
- A. President's Report (pg. 31-32)
 - i. Distinguished Service Awards
Distinguished Service to the Senate: Tom Skore and Dave Fitzgerald
Distinguished Service to the University by a Faculty Member: Khristyne Duddleston
 - B. First Vice President's Report
 - C. Second Vice President's Report

VI. Old Business

- A. Revisions to the Faculty Evaluation Guidelines (FEGs)
 - i. Union Service (pg. 33-35)

Amended language from the Provost:

(4) Union/Union-related business

Serving in elected office as campus representatives, member of a university appeals board, or university disciplinary committee, serving on joint labor-management committees and working groups/task forces, ~~participating in contract negotiation activities, and other work as assigned by the Union~~

Motion to adopt the amended language:

1st Larry Foster

2nd Dave Fitzgerald

29 For

2 Opposed

1 Abstain

Approved

Motion to adopt the FEG change with amended language:

21 For

8 Against

2 Abstain

Approved

- ii. Emeritus Status (pg. 36-40)
Motion to adopt the Emeritus status language:
29 Yay
1 Against
1 Abstain
Approved

VII. Consent Agenda

A. Graduate Curriculum

- i. Courses (pg. 41)
- ii. Programs
 - Chg Master of Science, Civil Engineering
 - Chg Master of Civil Engineering
 - Chg Graduate Certificate, Family Nurse Practitioner

B. Undergraduate Curriculum

- i. Courses (pg. 42-43)
- ii. Programs
 - Chg Bachelor of Science, Civil Engineering
 - Chg Minor, Journalism and Communications
 - Chg Bachelor of Arts, Journalism and Communications
 - ~~Dlt Undergraduate Certificate, Early Childhood Education~~
 - Chg Associate of Applied Science, Early Childhood
 - Chg Bachelor of Arts, Early Childhood
 - Add Minor, International Business

C. Curriculum Handbook GER (Section 6.2) Updates (pg. 44-47)

D. General Education Requirements for Baccalaureate Degrees (pg. 48-69)

The deletion of the Undergraduate Certificate in Early Childhood Education has been removed from the consent agenda.

Motion to approve the consent agenda as amended

1st Brian Bennet

2nd Bogdan Hoanca

Unanimously Approved

VIII. Boards and Committees Reports

- A. Graduate Academic Board (pg. 70)
- B. Undergraduate Academic Board (pg. 71-76)
- C. General Education Review Committee (pg. 77-78)
- D. University-wide Faculty Evaluation Committee
- E. Academic Assessment Committee (pg. 79)
- F. Academic Computing, Distance Learning and Instructional Technology and e-Learning (pg. 80-82)

- G. Budget, Planning, and Facilities Advisory Committee- BPFA
- H. Nominations and Elections Committee
- I. Diversity Committee (pg. 83-85)
- J. Faculty Grants and Leaves Committee
- K. Institutional and Unit Leadership Review Committee (pg. 86)
- L. Library Advisory Committee
- M. Student Academic Support and Success Committee (pg. 87-89)
- N. Community Campus Committee
- O. Academic Honesty and Integrity Committee (pg. 90)
- P. Research and Creative Activity Committee (pg. 91-92)
- Q. GER Assessment Taskforce (pg. 93-103)

Resolution of Support: The UAA Faculty Senate supports the GERA Task Force's recommendations on moving forward with implementation of the GER assessment plan and the creation of a GER Faculty Director and Advisory Committee.

Motion to accept the resolution as written:

1st Sandra Pence

2nd Alberta Harder

Unanimously Approved

- R. Emeriti Faculty Evaluation Process Ad Hoc Committee (See page 36 for full report)

President Hirshberg passed the gavel

IX. New Business

- A. Welcome new senators
- B. 2015-2016 Membership List (pg. 104-105)
- C. Faculty Senate Committee Membership (pg. 106-110)
- D. Faculty Senate At-large Committee Vacancies

2015-2016 Officers:

P	Smith, Tara – President	E	King, Carrie - Chair, UAB
P	Fitzgerald, Dave - 1 st Vice President	P	Schmuland, Arlene - Chair, GAB
P	Widdicombe, Toby - 2nd Vice President	P	Hirshberg, Diane - Past President

2015-2016 Senators:

P	Bartels, Jonathan	P	Folias, Stefanos	A	Laube, Jeff
P	Bennett, Brian	P	Foster, Larry	P	McCoy, Robert
E	Benningfield, Tim	A	Fox, Deborah	P	Nabors, Forrest
P	Bowie, David	P	Garcia, Gabe	P	Ohle, Kathryn
P	Bridges, Anne	A	Graham, Rachel	P	Orley, Soren
P	Brown, Barbara	A	Harville, Barbara	P	Paris, Anthony
P	Bhattacharyya, Nalinaksha	P	Hoanca, Bogdan	P	Pence, Sandra
A	Cenek, Martin	A	Hollingsworth, Jeffrey	P	Robinson, Marc
P	Cook, Sam	P	Horn, Steve	A	Schreiter, Mark
P	Dannenberg, Clare	P	Ippolito, Mari	A	Shamburger, Carri
A	Davis, Leanne	P	Kappes, Bruno	P	Smith, Cheryl
P	Denison, Veronica	E	Karahan, Gokhan	P	Strobach, Cynthia
P	Din, Herminia	P	Kelley, Colleen	P	Thiru, Sam
P	Downing, Scott	A	Kirk, Sarah	P	Toscano, Sharyl
P	Dutta, Utpal	P	Knott, Cathy	P	Trotter, Clayton
P	Flanders Crosby, Jill	E	Kopacz, Eva	P	Venema, Rieken
			Kuden, Jodee	P	Ward, Jervette

VIX. Informational Items & Adjournment

- A. Academic Program Suspension of Admissions or Deletion Guidelines (pg. 111-113)
- B. Framework to Develop an Operational Academic Plan (pg. 114-115)



Faculty Senate

UNIVERSITY of ALASKA ANCHORAGE

September 2015 Report of the President

Budget

The projections for state budget cuts include reduced funding for UA and its universities. President Johnsen and some regents heard presentations from each university to begin planning for FY17. All three are posted here:

<http://www.alaska.edu/swbir/budget/reviews-and-meetings/fy17budgetmeeting/>

The Guidance for Academic Decisions in a Climate of Declining Resources document is still being circulated and feedback collected. Our October Faculty Senate meeting will be our last opportunity to speak collectively on this document. Faculty Senate committees and boards have only their September meetings to discuss this document together. Feedback can go directly to Bart Quimby (tbquimby@uaa.alaska.edu) or suggestions/motions on the document can be included in September committee reports.

UA Regents

The UA Regents will meet in Juneau September 17th and 18th. You can participate from Anchorage by live streaming the meeting and/or submitting written testimony. The agenda will be available September 8th. The revised language to **P10.04.100. Academic Calendar** removing the 800-minute requirement is slated to be on that agenda, as well as policy on concurrent enrollment.

<http://www.alaska.edu/bor/>

Faculty Alliance

This group is made up of the past presidents, presidents, and first vice presidents of each university's Faculty Senate. The rotating chair is Dr. Cécile Lardon at UAF. Our first meeting will be September 11. We meet twice a month on second and fourth Fridays from 1:30-3:30p. The meetings are held via Google Hangouts. Please contact me for more information on Faculty Alliance or visit <http://www.alaska.edu/governance/faculty-alliance/>

Statewide Academic Council

I am the UAA faculty representative on the Statewide Academic Council. We meet monthly and review program additions, major revisions, and deletions. We also review changes to Board of Regents policy and regulation. We discuss matters related to teaching and research and make recommendations to the President. Vice President for Academic Affairs & Research Dan White leads this council.

<http://www.alaska.edu/research/sac/>

UA President Jim Johnsen

As you have no doubt already heard, Dr. Jim Johnsen is the new University of Alaska President. He has accepted our invitation to join us at a Faculty Senate meeting. He will be with us in November.

Committees & Boards

I met with the co-chairs of the Diversity Committee to discuss their goals for the year and how I and the Executive Board (E-Board) might assist them. I encourage any committee to request a similar meeting if you are interested. Please contact me directly to arrange a meeting.

Questions or Concerns?

The Faculty Senate President meets biweekly with Provost Gingerich and monthly with Chancellor Case. Last year, Diane Hirshberg also met monthly with Vice Chancellor Spindle and the Union of Students President. I am continuing with these regular meetings and invite you to send me governance issues or items you would like these leaders to consider.

Tara Smith

tmsmith@uaa.alaska.edu

PSB 102N

REPORT

UAA Smoke and Tobacco-Free Implementation Team

Gabriel Garcia and Joy Chavez Mapaye
Co-Chairs

More than 1,500 colleges and universities nationwide are either smoke or tobacco free. On Dec. 11, 2014, the UA BOR passed a comprehensive smoke and tobacco-free policy for all UA campuses. Each UA campus has until Dec. 31, 2015 to implement the policy.

Last summer 2015, the UAA Smoke and Tobacco-Free Implementation Team was organized with the task of developing the implementation of the smoke and tobacco-free policy at UAA. The team consists of four committees: policy implementation and enforcement, communications, cessation, and education. Chancellor Tom Case appointed members of the committees, and they include UAA students, faculty, and staff. Most of the committees have already completed their tasks.

At this point, the UAA Smoke and Tobacco-Free Implementation Team, with support from the Chancellor's Office, requests the UAA community take note of the following items:

- The UAA smoke and tobacco-free policy will be implemented on Nov. 19, 2015, which is the same date as the nationwide celebration of the Great American Smokeout event—the national event helps support people who want to quit smoking and stop using tobacco.
- Information related to the policy can be found on the following website: www.uaa.alaska.edu/tobacco-free. Please take time to visit the website, and if you have questions related to the policy not addressed on the website, feel free to send your questions via the comments box on the website.
- The UAA Smoke and Tobacco-Free Implementation Team encourages faculty to inform their students about the smoke and tobacco-free policy by one or more of the following ways:
 - Putting language on course syllabus about the new smoke and tobacco-free policy. (Note: Policy language was distributed in August via faculty listserv. Please contact either Gabe Garcia or Joy Chavez Mapaye if you did not get the email.)
 - Dedicating a few minutes during your class to inform students about the new policy. (Note: If you would like someone from the UAA Smoke and Tobacco-Free Implementation Team to come to your class to briefly talk about the policy, please contact either Gabe Garcia or Joy Chavez Mapaye.)
- The smoke and tobacco-free policy implementation dates for UAA's branch campuses are different from UAA. Please note the following implementation dates for our branch campuses:
 - For Kodiak and Mat-Su Colleges, smoke and tobacco-free policy implementation is on Dec. 1, 2015.

- For PWSC and KPC, smoke and tobacco-free policy implementation is on Dec. 31, 2015.

Questions and comments related to the implementation of the smoke and tobacco-free policy at UAA can be directed to Gabe Garcia or Joy Chavez Mapaye. The following are their contact information:

Gabriel M. Garcia, Ph.D., M.A., M.P.H.
Associate Professor of Public Health
Department of Health Sciences
Phone – 907.786.6532
Email – gabrieljmgarcia@uaa.alaska.edu

Joy Chavez Mapaye, Ph.D.
Associate Professor
Department of Journalism and Communication
Phone – 907.786.4195
Email – jcmapaye@uaa.alaska.edu



April 28, 2015

To: Lora Volden, UAA Registrar

Re: Updates to Early Childhood Associates Program Catalog

Dear Ms. Volden,

The Early Childhood Associates Program catalog currently states that students must have a C in all coursework leading up to the final practicum, but doesn't stipulate they must also receive at least a C in that last course.

Our Associates program just completed review by the UAB, including our revised catalog copy. However, Early Childhood faculty would like an additional policy statement placed in the new catalog.

We need to include: "Associates program students must receive at least a C in *all* major requirements in order to graduate from the program."

I spoke to Dr. Francisco Miranda, Chair of the UAB, and he suggested I write a memo to you for permission for this exception at this stage in the review process.

Thank you for considering our request.

Warm regards,

Karen Roth

Early Childhood Program Chair
College of Education
UAA

Dr. Paul Deputy, Dean

College of Education
UAA

MEMO

To: Lora Volden, University Registrar

CC: UAA Governance Office & UAB

Re: Prerequisites for PRPE 108

Date: April 20, 2015

To facilitate multiple measures in course placement, "Course Prerequisites" on the PRPE A108 CAR should be revised slightly to read "Appropriate score on placement test, departmental approval, or a C or better in PRPE A086."

If you have any questions, please feel free to contact me.

Shannon Gramse
Associate Professor and Chair,
CPDS English



RECEIVED

MAY 22 2015

CTC DEAN'S OFFICE

Date: May 14, 2015

To: Dr. Francisco Miranda, Chair
UAA Undergraduate Academic Board

Through Bonnie Nygard, Interim Dean
Community & Technical College

Through: Cathy LeCompte, Associate Dean of Academic Affairs
Community & Technical College

From : Kelly Smith, Director
Transportation & Power Division

Re: WELD 190: Selected Topics in Welding Technology

The Welding and Nondestructive Testing Technology faculty recommend that the coding for WELD 190: Selected Topics in Welding Technology be changed from non-repeatable to repeatable with a change in subtitle.

Allowing repeatable status for this course facilitates flexibility of UAA, extended sites in responding to particular needs of local students and communities.

C; Lora Volden
Lorraine Stewart

Undergraduate Academic Board Committee August 2015 Report

- August 21, 2015 joint meeting with UAB and GAB
 - Reviewed joint values statement
 - Reviewed UAB Values, Priorities, Procedures and Processes document
 - Discussion on work plans for 2015-16
- August 28, 2015 regular UAB meeting
 - Regularly scheduled review of curriculum
 - Goals for 2015-16 reviewed and approved (see below)
 - UAB meeting is cancelled 9-11-15 in order for members to attend assessment seminar.

UAB Goals 2015-2016

Goal 1: Improve the efficiency and maintain the quality of curriculum review by adopting new procedures and by promoting the use of new technologies.

Goal 2: Work with the Office of Academic Affairs and the Office of the Registrar on academic policies and procedures.

Goal 3: Work with the Office of Academic Affairs and the Office of the Registrar on the implementation of the Course Inventory Management System.

Goal 4: Coordinate curriculum update plans with the Vice Provost for Academic Affairs, the Graduate Academic Board Chair, and the Academic Assessment Chair.

Goal 5: Continue the coordination of curricular affairs with college/school committee chairs, department chairs, and faculty initiators.

Goal 6: Update the Curriculum Handbook.

Goal 7: Review and revise the shared values document which includes the review process, priorities and procedures of the Board.

Committee Member	8/28/15
Sandy Pence, UAB/COH	X
Utpal Dutta, UAB/COEng	X
Alberta Harder, UAB/CAS Quant. Skills	X
Patricia Fagan, CAS Humanities	X
Marcia Stratton, CAS Oral Comm	X
Michael Lamb, CAS Written Comm	X
Kathryn Ohle, COEd	X
Joel Condon, CTC	X
Kyle Hampton, CBPP, Social Sciences	X
VACANT, Natural Sciences	
VACANT, Fine Arts	
VACANT, Library	
VACANT, Community Campus	
VACANT, Student	
Carrie King, Ex Officio UAB Chair	X
Susan Kalina, Ex Officio OAA	X
Dan Kline, Ex Officio GER Director	X

- The GER portion of the catalog was updated with the revisions that were passed last year.
- Departments with outdated general education courses were notified of the need per policy.
- We have several vacancies that need to be filled.
- GERC will not meet on September 11, 2015 so members can attend the annual assessment seminar.
- GEOL A361 Earth Resources and Society was approved as an integrative capstone.
- Established goals for this year:
 1. Review general education curriculum and assist faculty developing general education curriculum.
 2. Check course review dates to see if any are due or past due; notify units to update curriculum where needed.
 3. Support the General Education Requirements Advisory Committee in any way possible.
 4. Support the UA Faculty Alliance work in UA system general education alignment.
 5. Review Faculty Senate Bylaws on GERC and update as needed.

Academic Assessment Committee Sept Report to UAA Faculty Senate

Committee Membership

Scott Downing - KPC, Cindy Trussell - KOD, Holly Bell - MSC, Rebecca Moorman - LIB, Bill Myers - CAS, Kathleen Voge - CBPP, Vacant - COE, Jennifer McFerran Brock - CoEng, Rachel Graham - Faculty Senate, Deborah Mole - Faculty Senate, Tim Benningfield - Faculty Senate, Kathi Trawver - COH, Brian Bennett - CTC, Susan Kalina (Ex-officio) - Vice Provost, Helena Wisniewski (Ex-officio) - Vice Provost.

Guest(s) and Public Attendee(s)

Committee discussion(s)

There have been no meetings this semester. The first meeting is Sept. 4th at 11am.

Anticipated topics include:

- 1) Election of the committee chair
- 2) Overview of the upcoming Academic Assessment Seminar;
- 3) The 2104-5 survey results and reports;
- 4) Accreditation indicator rationale for Core Theme 1: Teaching and Learning.
- 5) Establishing committee goals for the year?

Results of these discussions/information from this meeting will be added verbally at the Faculty Senate meeting.

Motions

Informational Items

Save the Date: 2015 Annual Academic Assessment Seminar, Friday, September 11, 2015 in LIB 307.

Theme of the Seminar: Curriculum Mapping

Keynote speaker and workshop leader: Dr. Janice Denton, Professor of Chemistry, University of Cincinnati Blue Ash College and Project Mentor for the Higher Learning Commission.

Programs whose assessment plans were reviewed during the period

Submitted by: Brian Bennett

Date: 3 Aug., 2015

August 28, 2015 ACDLITE Committee Report

Faculty Senate, September 2015

Committee Members:

Dave Fitzgerald (CBPP) -P	Barbara Harville (CAS) -D	Marianne Murray (COH) -P	Lorelei Sterling (LIB) -P
Bruno Kappes (CAS) -P	Matt Kupilik (CoENG) -P	Lynn Paterna (CAS) -P	Ammie Tremblay (COH) -A
Naomi Everett (CTC) -D	Ed McLain (COE) -D	Todd Petersen (CoENG) -P	Cindy Trussell (Kodiak) -D
Getu Hailu (CoENG) -P			

P-present E-excused A-absent D-Distance

Approval of agenda

1. Introductions of committee members – We lost Amy Green, Lynn Senette, Jane Haigh, and Annette Rearden, but gained Marianne Murray and Cindy Trussell

Welcomed new committee members. Committee will meet on the second Friday of each month from 9:00 to 11:00 a.m. in SSB120B.

Due to the close proximity of this first meeting to Sept. 11 (the next scheduled Friday meeting) and conflicts with University Assessment, the Sept. 11 meeting will be canceled. The next ACDLITE meeting will be October 9

2. Elect/select Chair(s)

Todd Petersen volunteered to be co-chairs with Bruno Kappes for the 2015-2016 academic year

3. Guests CIO Pat Shier and AI&E Director Dave Dannenberg – Updates

-Pat ITS is committed to organization and simplification. There is still two years' worth of work left to reach optimum efficiency.

- Office 365 has been very successful.
- Right now 4.5% of operating costs are spent on IT services but really, 6% is where our spending should fall to be in line with industry standards.
- Last year pirating sites were shut off and Pat is currently looking at eliminating the 25% of adware that currently consumes bandwidth.
- BB servers, storage, and processing is improved.
- The question was asked if ePortfolio fees would support itself. Yet to be determined.
- With BB courses being purged, concern was expressed that there may be legalities in the content going away. This is a thorny issue because this discussion is really about UAA policy rather than an IT issue. IT will do their best to fulfill to policy.

-Dave -AI&E has set aside money to help ACDLITE with putting on the eLearning Luncheon.

- BB purge happens every year due to policy that we only store anything for four years. Last year the decision was made to not move BB into the cloud due to the lack of support or communication in that environment.

August 28, 2015 ACDLITE Committee Report

Faculty Senate, September 2015

- Whatever the student lists as their preferred email address within the university system is the address their emails will go to. Instructors should not be using personal email addresses for students.
- This winter we are going to upgrade BB to version 9.9.1.14.
- The ePortfolio fee went into effect this fall and was incorporated into student fees. Any student, this semester, taking 3 or more credits is assessed the fee. The LRC offers ePortfolio training in its Academic Coaching Center, which has a list of scheduled activities for students to participate in. Faculty is encouraged to call Dave D's office for one-on-one help with ePortfolio.

4. Reports/Discussions

a. Goals

- i. Maintain ACDLITE's presence in all UAA committees and initiatives that address instructional technology issues to ensure that UAA faculty needs and concerns are considered
- ii. Host luncheon for UAA's eLearning Community
- iii. E-Portfolio policy development for electronic promotion and tenure files
- iv. Maintain a direct dialog with the CIO and director of AI&E

b. Website maintenance – Todd will continue to update the ACDLITE website. No new updates since last spring

c. Blackboard maintenance – Matt Kupilik volunteered to take over maintenance of the ACDLITE blackboard shell

d. Blackboard policy evaluation – Bruno and Ed are serving on the Blackboard policy evaluation committee

e. ELearning workgroup – Cindy Trussell, Ammie Tremblay, and Marianne are already serving on or volunteered to be on the E-Learning Workgroup

f. ELearning luncheon –

- i. Subcommittee formed consisting of Naomi, Getu, Lynn, and Marianne.
- ii. Subcommittee will begin discussing plans for this year's eLearning Luncheon, Topics, speaker(s) (?), etc.

g. Other

- i. Bruno and Todd are automatically on UTC as the ACDLITE co-chairs
- ii. Bruno is still on the ePortfolio working group.

5. Other Items

Next meeting the second Friday of each month....next meeting still to be determined.



Faculty Senate

UNIVERSITY of ALASKA ANCHORAGE

Budget, Planning, and Facilities Advisory Board (BPFA)

BPFA Report for the September 2015 Faculty Senate Meeting

The first meeting of BPFA was held during the Faculty Senate Retreat that was held on Tue, Aug 11 in the Den.

Members Present: Jodee Kuden, Sam Thiru, Stefanos Folias, Soren Orley, Nalinakasa Bhattacharyya

The members opted to meet on the first Friday of each month before the start of the Faculty Senate meeting. The following is the tentative meetings schedule for 2015 - 2016.

BPFA Meeting times for 2015/2016

Date	Meeting Time	Venue
Friday, Sep 04	1:30pm – 2:25pm	LIB 302A
Friday, Oct 02	1:30pm – 2:25pm	LIB 302A
Friday, Nov 06	1:30pm – 2:25pm	LIB 302A
Friday, Dec 04	1:30pm – 2:25pm	LIB 302A
Friday, Feb 05	1:30pm – 2:25pm	LIB 302A
Friday, Mar 04	1:30pm – 2:25pm	LIB 302A
Friday, Apr 01	1:30pm – 2:25pm	LIB 302A
Friday, May 06	11:30am -12:45pm	LIB 302A

Faculty Senate Representation:

PBAC – Jodee Kuden, Soren Orley

FSPC – Sam Thiru

The members will elect a chair and set the goals for 2015-2016 during the September meeting.



**Institutional and Unit Leadership
Review Committee (IULRC) Report
August 19, 2015**

The Committee conferred at the Faculty Senate's August 11th Retreat and drafted the following tasks for this academic year:

1. Confer with the Deans of the Library and CBPP on the survey process, as administered last year.
2. Confer with the Provost on the survey process for this academic year. Topics will include a review of last year's survey process, the utility of the data collected, cost estimates, and the selection of colleges to be surveyed this year.
3. Consulting with the deans of colleges to be surveyed.
4. Assisting the staff in developing an analogous survey.
5. Formatting and testing the survey(s); this may include the staff survey.
6. Assembling the necessary listservs.
7. Promoting the survey(s).
8. Implementing the survey(s).
9. Completing post-survey dialogues with the Office of Academic Affairs and applicable deans.
10. Continue dialogue, and provide support as requested, with/to the Faculty Senate's Community Campus Committee as it explores survey options.

Committee members include: S. Orley (Chair), L. Foster, F. Nabors, T. Hinterberger, and D. Fox. The Committee's next meeting is at 10:00 AM, September 4th; the location will be announced.

STUDENT ACADEMIC SUPPORT AND SUCCESS (SASS) COMMITTEE

YEAR-END REPORT FOR APRIL 2015 TO UAA FACULTY SENATE

Membership

The *anticipated* members of the 2015-2016 SASS Committee are Tracey, Burke, Connie Fuess, Jo Gottschalk, Keith Hackett, Tom Harman, Trish Jenkins, Kamal Narang, Galina Peck, Karl Pfeiffer, Ruth Terry, and Sharyl Toscano. Karl Pfeiffer and Sharyl Toscano will continue as co-chairs of the committee. The last meeting of the past academic year was held 4/17/15.

2015 – 2016 SASS Committee Goals

2014-2015 academic year goals will be reviewed during the first meeting on Sept. 18, 2015.

1. Review prior years' goals since 2002. Assess accomplishment, continued priority, or discontinued priority. Status: Ongoing. Particular emphasis for 2013-2014 – UAA's *Increasing Student Success: Focus on Attrition* (2003) study. *Incomplete*.
2. Explore intervention strategies for at-risk students: Outcome: summary reports to Senate. Status: Initiated/Ongoing. Continue for the coming year as regular agenda item for discussion and review. Reports to Faculty Senate as requested.
3. Continue review of latest requirements for AA degrees. Ongoing.
4. Review, discuss, recommend/endorse latest Anchorage School District/State of Alaska standards for high school graduations in relationship to being "college ready." Outcome: summary report to Senate. Status: *Incomplete*. SASS would like to invite an ASD representative to serve on the committee.
5. Explore committee participation to include students, parents of students, and alumni. Outcome: summary reports to Senate. Ongoing. SASS Student Forum was hosted by SASS during the March 20, 2015 meeting. It was successful and will be done again during the 2015-2016 school year. See attachment.
6. Review process of supporting students enrolled in discontinued programs. Ongoing.
7. Advocate for transparency and predictability in course sequencing. Ongoing.
8. Advocate for the development of more effective self-advising tools. Ongoing.
9. Explore system fixes for problems in student services: incorrect information, extensive wait times "on hold," confusing and time consuming voice mail menus, etc. Ongoing.
10. Request follow-up meetings with: Provost Baker regarding student incentives (Completed 12/9/14); Mark Fitch regarding GER synchronicity between MAUs (Incomplete); Susan Kalina regarding course sequencing (Completed 11/21/14);

Co-Chair Summary: Co-Chair Summary: The SASS Committee will meet for the first time of the 2015-2016 academic year on September 18, 2015. Subsequent meetings are scheduled for: October 16, November 20, January 15, February 19, March 18 and April 15. All meetings are scheduled for the third Friday of the month, 2:30-4:00 PM, in ADM 101A.



NWCCU Accreditation

UAA institutional accreditation year in review:

- Mid-Cycle Report and visit (September-October 2014)
- Chancellor's Cabinet approved refined set of indicators and approach to mission fulfillment in response to the Mid-Cycle Report and Visit (January 2015)
- Substantive Change Proposal to Bring PWSC Under UAA's Accreditation (February 2015; Approved by NWCCU in June 2015)
- Dan Kline, Jeane Breinig, and Dawn Dooley joined OAA at the NWCCU Year Seven Self-Evaluation Workshop (March 2015)
- Review of the indicator rationale for Core Theme 1: Teaching and Learning, Core Theme 3: Student Success, and Core Theme 4: UAA Community. Input sought from the Accreditation Steering Committee, Faculty Senate, the Faculty Senate Student Academic Support and Success Committee, the Student Affairs Leadership Team, and the Administrative Services leadership team (March-September 2015)

2015 Next Steps: Meet with groups for additional input on the indicator rationale and a review of the data. Input will go to the Steering Committee, which will provide recommendations to the Cabinet.

Academic Policy

Academic Dispute Resolution Process Review Task Force:

Timeline

- Stage I (Fall 2014): consult stakeholders on problems and potential solutions related to ADRP
- Stage II (Spring 2015): develop general recommendations;
- Stage III (Fall 2015): develop specific policies based on recommendations, get stakeholder feedback, submit to Faculty Senate for approval
- Stage IV (Spring 2016): implement specific policy and procedure recommendations.

Fall 2015 Meetings

- Tuesday, September 1st from 1:00-2:00 pm in ADM 204
- Tuesday, September 15th from 1:00-2:00 pm in ADM 204
- Tuesday, October 13th from 1:00-2:00 pm in ADM 204

Fall 2015 Open Forum Discussion

- Friday, November 6th, 10:00-11:30 a.m., LIB 307 (rooms have also been coordinated for videoconferencing at all community campuses)

For more information: <http://www.uaa.alaska.edu/academicaffairs/Task-Forces-and-Working-Groups/academic-dispute-resolution-process-review-task-force.cfm>



Academic Assessment

The AY15 Annual Academic Assessment Survey Results:

http://www.uaa.alaska.edu/governance/academic_assessment_committee/reports.cfm

2015 Annual Academic Assessment Seminar:

Mapping Student Success

Friday, September 11, 2015 from 9:00-12:30

Low Haines Meeting Room (LIB 307) and on community campus sites via videoconferencing

Register here: [Click here to register](#)

GER Assessment:

After three years of work, the GER Assessment Task Force finalized its recommendations for next steps in GER assessment at UAA. It submitted an assessment plan through the FS Academic Assessment Committee and put forward a resolution of support to the Faculty Senate to move forward with implementation of the GER assessment plan and to create a GER Faculty Director and Advisory Committee. The resolution was unanimously supported at the May 1, 2015 meeting.

Program Approval Status

Unit	Program	Level	Type	Status	BOR Approval	NWCCU Approval
CBPP	International Business	Minor	New	Awaiting NWCCU	N/A	
CoEng	Computer Systems Engineering BS (from Engineering BS emphasis)	BS	Change	Approved	4/10/15	5/29/15
CoEng	Electrical Engineering BS (from Engineering BS emphasis)	BS	Change	Approved	4/10/15	5/29/15
CoEng	Mechanical Engineering BS (from Engineering BS emphasis)	BS	Change	Approved	4/10/15	5/29/15
MSC	Veterinary Technology	AAS	New	Postponed to future BOR meeting	TBD	
CoEng	Computer Science and Computer Engineering	MS	New	OAA	TBD	

- The program suspension decisions announced by the Provost over the summer were communicated to the UAA community in a memo released in July 2015. After those communications, UAA notified NWCCU and UA Statewide according to UAA's Academic Program Suspension of Admissions or Deletion Guidelines posted here: <http://www.uaa.alaska.edu/academicaffairs/policy-procedures.cfm>.

Specialized Program Accreditation

- Please join us in congratulating the Computer Science BS, Dietetics BS, Dietetic Internship GC, Public Health Practice MPH, and Project Management MS programs, which were all recently granted continuing accreditation on the basis of AY15 reports and/or site visits.
- The Project Management MS and Physical Therapist Assistant AAS hosted program accreditation site visits over the summer. The Medical Assisting AAS submitted a self-study over the summer and will be hosting a site visit later this fall.

Administration

- **OU Campus Migration Presentation – Sept. 1 and Sept. 15**
Come take a sneak peek at UAA's new website redesign project hosted by IT Services and University Advancement. See the contemporary new responsive design—it looks good on mobile, tablet and desktop. Learn project timelines and how to get ready for your unit's move into OU Campus. Ask presenters how campuses are using their websites to recruit prospective students and retain current students. Find out how you'll be able to confidently navigate this new system.
 - Sept. 1 from 1:30-3:30 p.m.
 - Sept. 15 from 1-3 p.m.
- **Engineering & Industry Building Ribbon-Cutting – Sept. 10**
Be among the first to explore UAA's new Engineering & Industry Building! Join us for the ceremony, then tour the labs, classrooms and study spaces. Engineering students, staff and faculty will be on hand to highlight the exciting capabilities of UAA's newest building and the opportunities it provides our students and community. Parking will be free in all west-campus lots.
- **Fall Hooding and Commencement Ceremonies – Dec. 12 and Dec. 13**
Save the date for the fall Hooding and Commencement ceremonies! Hooding will be held Saturday, Dec. 12, 3 p.m. in the Wendy Williamson Auditorium. Commencement will take place Sunday, Dec. 13, 1 p.m. in the Alaska Airlines Center. Details and RSVP link coming soon.

Alumni Relations

- **Green & Gold Gala – Sept. 26**
Green & Gold Gala, the signature event for UAA alumni, will be held Sept. 26 in the Alaska Airlines Center. The sixth-annual black-tie evening provides an opportunity for the alumni community to celebrate Seawolf successes through the Alumni of Distinction awards. In addition, the event and live auction contribute to the education of our state's future leaders. This year's Gala will build on the success of the \$330,000 raised in the event's first five years.

Tables and individual tickets are still available. The green and gold gala is a perfect way for departments and colleges to cultivate relationships with their alumni and celebrate UAA's success. For details on attending Gala please contact Jennifer Wisel, jawisel@uaa.alaska.edu, or 786-1701.

Development

- **FY15 Fundraising Goal Exceeded**
The Development team surpassed their FY15 fundraising goal by raising \$8.2M in support of scholarships, programs, facilities and other fundraising priorities for UAA. This would not have been possible without the generosity of alumni, faculty and staff, and many friends and organizations that support UAA through philanthropy.

- **Sponsors Provide Funding for Alaska Women's Summit**

UAA will serve again as event host and partner of the Alaska Women's Summit. This event serves as a gathering place for women to focus on promoting a better future for all Alaska women. The event would not be possible without the support of the event sponsors - Alaska Housing Finance Corporation, American Petroleum Institute, Avante Medical Center, BP, CGI Technologies and Solutions, ConocoPhillips Alaska, Lynden Family of Companies, McCool Carlson Green, North Slope Telecom and Wells Fargo.

- **Chuck Homan Ice Rink and Terry Ann Homan Box Office**

In recognition of Chuck and Terry Homan's generous pledge to Seawolf Athletics, the ice rink at the Wells Fargo Sports Complex will be named the Chuck Homan Ice Rink and the box office at the Alaska Airlines Center will be named the Terry Ann Homan Box Office.

The gift was directed by Terry to honor her husband Chuck for his lifelong service to UAA Athletics and specifically to Seawolf Hockey. Chuck is a founding member of the Benton Bay Lions Club member, a member of the Seawolf Hall of Fame, one of the founders and former president of the Blueliner Booster Club and was instrumental in the late 1970's for advocating for the initial funding for the ice rink that is now being named for him. He also is the father of two sons who both played for the Seawolves. His late son, Craig was the MVP of the first squad, and the team captain in 1980-81. Another son, Chriss, played from 1983-86.

Terry was a long time employee of Seawolf Athletics (1983-2002) serving as our ticket manager until her retirement in 2002. She holds a BA in History from UAA (class of 1988).

- **Leadership Donors**

- Ermalee Hickel fulfilled her multi-year pledge to the Governor Walter Hickel Papers fund to process the papers, including developing finding aid and inventories for the Hickel collections.
- GCI Communications has generously committed to be the official wireless provider of the Alaska Airlines Center, providing telecommunications equipment and services through the 2019-20 season.
- The Rasmuson Foundation continues its steadfast support with a gift to the CBPP Experimental Economics Laboratory to help fund the education and outreach activities of the economics faculty.
- W. Dean and Ana Weidner fulfilled their multi-year pledge, Bunnell Society giving level (\$1,000,000 or more), to support the Weidner Property Management and Real Estate Professorship. Their generosity enables UAA to bring distinction and leadership in the study of Property Management and Real Estate and its relevance to Alaska's future.

University Relations

- **UAA Social Media Presence**

- In July, the Advancement Office collaborated with UAA's Office of Admissions to create a paid post about the extended fall application deadline. The post resulted in reaching 17, 317 Facebook followers and generated 716 likes, comments and share.
- Seawolf Weekly articles on social media continue to be top performers with an average post reach of 1500 followers.

- Despite slow summer months, from May to June, the university's social media channels (Facebook, Twitter, Instagram and LinkedIn) steadily increased, showing an overall 66 percent growth.
- **Budget FY16 Media Coverage**
 - 7 news stories were featured
 - Of these, 6 stories were positive because they included the main points from our press release and re-used our phrasing. The KTUU story was negative due to factual errors that most likely the result of the story being handed from one reporter to the other.
 - Most active were discussion boards were KTUU with 45 comments (about 10% positive); and Dispatch with 25 comments (about 20% positive). These comment boards are notoriously negative, so those percentages are no surprise since we were anticipating much higher comment rates. This is one of the first times we've really seen our UAA community staunchly defend us on these boards. In the social media world, that's a sign of progress, very encouraging.
- **#AmazingStories**
The University Relations team continues to tell UAA's #AmazingStories:
 - **Community "I AM UAA": Skinny Raven Sports**
<http://greenandgold.uaa.alaska.edu/blog/35856/community-i-am-uaa-skinny-raven-sports/>
 - **UAA theatre's "new kids" bring big ambition and opportunity**
<http://greenandgold.uaa.alaska.edu/blog/35922/uaa-theatres-new-kids-bring-big-ambition-and-opportunity/>
 - **UAA unveils FY16 budget decision to overcome \$13 million shortfall**
<http://greenandgold.uaa.alaska.edu/blog/36072/uaa-unveils-fy16-budget-decisions-to-overcome-13-million-shortfall/>
 - **Jewelry class is a brass act**
<http://greenandgold.uaa.alaska.edu/blog/35967/jewelry-class-is-a-brass-act/>
 - **It's a small business summer**
<http://greenandgold.uaa.alaska.edu/blog/36095/its-a-small-business-summer/>
 - **Curating Alaska Native culture**
<http://greenandgold.uaa.alaska.edu/blog/36113/curating-alaska-native-culture/>

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UNIVERSITY of ALASKA ANCHORAGE

STUDENT AFFAIRS REPORT for FACULTY SENATE

SEPTEMBER 2015

OFFICE OF STUDENT AFFAIRS

Vice Chancellor Bruce Schultz

Office of Student Affairs (OSA) & Assessment

The annual gathering of UAA student affairs professionals, Conversation Café 2015, occurred on May 7. The morning was filled with community engagement, allowing student affairs staff to choose from a variety of nine engagement projects, ranging from Anchorage School District's Child in Transition Program to UAA's Greenhouse summer preparation to a beaded project for the Lepquim Gumilgit Gagodm (LGG) Tsimshian dancers 10th anniversary celebration. The afternoon featured four Seawolf Howls from Student Affairs staff and the opportunity to attend one of three sessions: a Shared Grounds to reflect on our amazing stories, impactful connections, lessons learned, and student growth; a workshop to learn the Art of Hosting conversations for change; and Co-Creation Activities to chart the futures we want toward action. For more information about Conversation Café 2015 events, see <http://conversationcafe.commons.uaa.alaska.edu/conversation-cafe/2015-conversation-cafe>.

The Student Affairs Assessment Team (A-Team) hosted an End of Year Highlights Celebration (www.uaa.alaska.edu/studentaffairs/assessment/assessmentteam.cfm) to showcase Student Affairs' culture of evidence and divisional assessment projects. Key initiatives include:

- Student Affairs Key Indicators and Data Points, regularly reported guiding metrics to support data-driven decision making with Student Affairs and demonstrate alignment with UAA Core Theme indicators and Student Affairs Core Themes.
- Alaska PEAK, a pilot initiative to purposefully engage student employees in reflective assessment of their on-campus employment experience. Alaska PEAK uses brief, structured conversations between student employees and their supervisors to support students to build connections between and articulate learning and development occurring through their on-campus employment, academic coursework, career preparation, outside-the-classroom activities, and daily life.
- 'Did You Know?' email campaign, which provides all Student Affairs staff with regular, digestible

data related to the various facts and figures about divisional efforts and the UAA student experience. The campaign began on January 12, 2015. Find an archive of the 'Did You Know?' e-mail initiative under the "Did You Know" tab at: www.uaa.alaska.edu/studentaffairs/assessment/past-assessment-projects.cfm.

Student Affairs assessment continues to build bridges and collaborative relationships at UAA. Whitney Brown, Coordinator of Student Affairs Research, Assessment, and Staff Development was invited by Prince William Sound Community College to provide consultation and support in establishing a culture of evidence within Student Services. Brown held several skype meetings with PWSCC to review their unit's foundation for existing data, resources, and readiness and a two-day on-site visit to facilitate mission and vision creation exercises, Campus Labs assessment training, and assessment planning with each Student Services functional area.

OSA administered the UAA Outdoor Recreation Program Fee Survey to gather additional student input on the proposed UAA Anchorage Campus Outdoor Recreation Program and mandatory \$10 fee. Two-thirds of survey respondents were either against or indifferent to the outdoor recreation program and fee. While the majority of respondents indicated that participating in outdoor recreation activities in their daily life is important or very important, the majority of respondents said that it is not important or slightly important to have access to outdoor recreation programs and activities coordinated through UAA. The survey revealed an opportunity for existing student fee areas to provide more outdoor recreation programs. It also identified a number of opportunities with greater likelihood of participation by students if provided by UAA including trainings, courses, seminars, gear rentals, dog mushing and swimming pool movie nights. More student feedback can be found in the UAA Outdoor Recreation Program Fee Survey Executive Summary under the "UAA Reports" tab at: www.uaa.alaska.edu/studentaffairs/assessment/past-assessment-projects.cfm.

UNIVERSITY of ALASKA ANCHORAGE

STUDENT AFFAIRS REPORT for FACULTY SENATE

SEPTEMBER 2015

ENROLLMENT SERVICES

Associate Vice Chancellor Eric Pedersen

A clear picture of Fall 2015 enrollment will come with the close of registration on September 4 and the official count on September 22. On the first day of the semester the picture was better than expected. Anchorage campus enrollment was less than one percent behind last year in headcount and less than two percent behind in enrolled credit hours. This is especially good news because these figures meet or exceed the enrollment projections that the FY16 budget was built on. Historically, the Anchorage campus adds another 350-400 in headcount and 800-900 credit hours between the first day and the census on September 22. That trend will need to continue this fall to meet budget projections.

At some points during the spring and summer, the Anchorage campus was as much as nine percent behind last year's headcount, and over 10 percent behind in credit hours. That gap closed in August. The turnaround comes after a concerted campus-wide effort to help new and continuing students enroll for fall semester. Staff throughout the colleges and student affairs contacted not only spring students who had not enrolled for fall, but also students from last fall that stopped out for spring. Staff also contacted non-degree seeking students to encourage them to become degree seekers and enroll in more credits.

Admissions Office

New student enrollment was especially strong with 2,570 arriving on campus. Of that number, 1,439 are freshmen, 590 are transfer students, and the balance are students moving from non-degree or other statuses to being new degree seekers.

The freshmen class has an average entering high school G.P.A. of 3.01. Gender balance is 56% female, 44% male. The class is more diverse than last year, with 52.5% reporting as white and non-Hispanic and 47.5% reporting as being a student of color.

These new students come from 39 states with 75% (1,932) coming from Alaska. California, Colorado, Oregon, Texas, and Washington are the top five importers of students to the Anchorage campus. Our international students come from 36 nations with

Canada, The Philippines, South Korea, Thailand, and Norway being the top five countries sending students.

The top 10 high schools sending first-year students to the Anchorage campus this year include the following.

FALL SEMESTER ADMISSION BY HIGH SCHOOL	
High School	# of Graduates Admitted for Fall 2015
East Anchorage	179
Service	163
Dimond	149
West Anchorage	127
South Anchorage	123
Bartlett	122
Chugiak	115
Eagle River	70
Colony	47
Mt. Edgecumbe	45

Office of Student Financial Assistance (OSFA)

UAA's Financial Literacy Program, Savvy \$eawolf, has announced fall dates for its three-part workshop series. "Stretching Your Dollar," "Credit...the Good, The Bad, and the Ugly" and "The Loan Zone" will be offered at multiple times, dates, and locations throughout the semester for students to learn about budgeting, credit, and student loans.

Before the first day of the semester, OSFA received 13,935 applications for financial aid (FAFSAs) and had offered 9,284 students financial aid. This included over \$20.6 million in aid assistance being disbursed to over 5,000 students.

Office of Student Information

The Add/Drop Drive-Thru that was so successful last year is again scheduled for both Fridays during late registration (September 4 and 11). Students will not even need to leave the comfort of their car to add or drop classes on those days.

UNIVERSITY of ALASKA ANCHORAGE

STUDENT AFFAIRS REPORT for FACULTY SENATE

SEPTEMBER 2015

STUDENT ACCESS, ADVISING & TRANSITION

Associate Vice Chancellor Lacy Karpilo

Academic Advising & Career Development Center

The Academic Advising Center completed 399 advising sessions with new and returning students throughout the first few weeks before and during the start of the Fall semester. This is an 11% increase over the same period of time last year.

Congratulations to Rocky DeGarmo, named Interim Director of the Advising & Testing Center (now the Academic Advising and Career Development Center/SAAT). DeGarmo has ten years with UAA working as a Senior Professional Advisor, Adjunct Faculty for COUN A101 and GUID A150 classes and most recently working as Assistant Director under Linda Morgan, who retired in July 2015.

Senior Professional Advisor Joanne von Pronay presented “My Major Discovery” to various campus groups to educate, train, and equip university staff and students on the pathways to identifying a college major course of study. At least 50 first-time freshmen participated in the trainings, and a number of faculty.

Senior Professional Advisor Kristin Bogue presented eWolf (electronic portfolio) introductory sessions at Howl Days (orientation for students new to UAA) during the month of August 2015 to more than 800 participants. UAA Academic Innovations and eLearning piloted the eWolf software last year and is launching it campuswide this fall.

Senior Professional Advisor Meredith McIntire presented a session to new student staff in the Department of Residence Life on how to provide academic support to students and how to develop a strong connection with advising and career services. Her session and the participants’ response affirmed the good work of GUID A150 course “Creating Success in College.”

Mapworks @ UAA

The launch of a new faculty and staff training program for the updated version of the Mapworks platform resulted in an improved online presence of Mapworks on the UAA website. Through strategic training initiatives, Mapworks staff introduced and educated 186 faculty, staff, and students on the ways Mapworks

can support student success. Staff also presented updates on changes to the software. Sessions were provided to the College of Health, the College of Arts and Sciences, and the TRiO Programs (Student Support Services and Educational Opportunity Center). Mapworks staff also presented during a Professional Advising Committee meeting, GUID 150 Fall Instructor orientation, Residence Life Staff training, and Multicultural Center’s Seawolf Success Academy. Mapworks was presented to more than 800 participants at Howl Days during the month of August.

Native Student Services (NSS)

Fostering continued relationship building of UAA with community partnerships, NSS participated in the Bristol Bay Native Corporation (BBNC) College and Career Fair on August 8 in the Dena’ina Center. The fair was sponsored by the BBNC Shareholder Development office and was held in conjunction with the BBNC shareholder information meeting. BBNC shareholders and their descendants were the targeted audience with a focus on workforce development. Approximately 300 shareholders attended this event.

New Student Orientation (NSO)

NSO hosted nine Howl Days events between August 3 and August 21; 1,355 people registered (both students and guests). NSO staff will determine final participation numbers after the add/drop period ends on September 4 and a Howl Days Report Card is published.

UAA TRiO Programs

Educational Talent Search (ETS) & Educational Opportunity Center (EOC)

ETS high school senior, Mary Scates, has been selected to receive a 2015 Friends of NAEOP (National Association of Educational Opportunity Program) scholarship. Mary will receive the \$1,500 scholarship at the NAEOP Conference in Spokane at the Friends of NAEOP Achiever’s Luncheon on October 19. This scholarship will be a big motivator for Mary as she begins the college application process this fall. TRiO is seeking sponsorship to support Mary’s travel to the conference. #TRiO Works!

UNIVERSITY of ALASKA ANCHORAGE

STUDENT AFFAIRS REPORT for FACULTY SENATE

SEPTEMBER 2015

STUDENT DEVELOPMENT

Dean of Students & Associate Vice Chancellor Dewain Lee

Department of Residential Life (DRL)

Over 400 residents attended Area Community Meetings on August 24 and August 25 in the Gorsuch Commons. Community meetings are a time when residents learn about the policies and procedures of living on campus and meet their student leaders.

Disability Support Services (DSS)

DSS welcomed its new Director, Karen Andrews, on August 3.

DSS is planning a Disability Awareness Fair October 5 - 6 to celebrate 25 years of the Americans with Disabilities Act and to promote awareness of disability support services and available resources.

Due to the unique IT needs of the DSS department and students, the team is working with the department to promote universal design and to implement strategies for more efficient services.

Multicultural Center (MCC)

On July 31, 14 students successfully completed MCC's Seawolf Success Academy. The academy is an intensive two-day event, focusing on workshops and activities designed to give students a jump-start to their UAA career.

Student Conduct; Alcohol, Drug, and Wellness Education; and Care Team

The University of Alaska signed a new Student Code of Conduct into University Regulations in July. The Dean of Students Office led this statewide initiative.

On July 30, the Dean of Students Office received an award from the Anchorage Healthy Voices, Healthy Choices Coalition. The award was received for partnering with the Coalition to address misuse of alcohol by Anchorage youth.

The Dean of Students Office hired Jessica Stillwell as the new Title IX Investigator. She began her role at UAA on August 31.

In September, the 2015 Annual Security and Fire Safety Report will be published. The report will account for

negotiated rules from the Violence Against Women Act that were published in the Federal Register on October 20, 2014.

Student Health & Counseling Center (SHCC)

SHCC staff facilitated 474 physical health student appointments and 175 mental health appointments during this past summer.

On August 20, 21, 22, and 23, students living in the UAA Residence Halls were able to access immunization services provided by the SHCC at the UAA Commons, creating increased accessibility and convenience for new and returning students in need of immunizations required by the UA Board of Regents.

Student Life & Leadership (SL&L)

Student Activities presented UAA's first summer music festival on June 26 with the launch of "Goosefest," a family-friendly six-hour event of local music, games, and food. Several UAA organizations collaborated with Activities to put on the event including USUAA, Student Union, and the Emerging Leaders Program.

The Northern Light published six summer editions and two special publications: the Freshmen edition and the Campus Kick-Off edition.

Campus Kick-off was bigger than ever with more than 170 booths, terrific campus and community involvement (including local non-profits), and great partnerships with Fred Meyer and Kaladi Brothers. It was a wonderful welcome to campus.

Student Union & Commuter Student Services (SU&CSS)

Commuter Student Appreciation Week for fall 2015 will be October 19 – 22. The week is dedicated to showing our Commuter Students how much they matter to the UAA community.

Student Union & Commuter Student Services and the Career Services Center will host the UAA Student Employment Fair on September 3 from 10:00 am to 2:00 pm in the Student Union.



To: Tara Smith, President – Faculty Senate
From: Pat Shier, CIO/Associate Vice Chancellor for ITS
Date: August 31, 2015
Subject: First Fall 2015 Faculty Senate Report

Summer 2015 Information Technology Changes and Events

Executive Summary

This summer found ITS scrambling to support office moves to the Bragaw Office Building, install technology in the new Engineering Building and support several upgrades to aging infrastructure. All this while still shorthanded due to hiring difficulties and key staff absences.

I served on a task force examining the Prioritization effort – specifically focused on IT at UAA. Dean Rashmi Prashad is the committee chair. The task force examined Prioritization results, IT leadership options and opportunities and IT needs assessment. The final report should be out very soon.

I've included the Gartner Key Metrics for Education, 2015, with this report. It shows what kind of investments are typical for institutions of our size, based on surveys of education institutions throughout the US – over 81% of which are higher education institutions. Of particular interest to me are the metrics showing % of revenue, the % employees engaged in IT and per-employee IT spend. By these measures, UAA is several million dollars, tens of employees and \$1,500 per employee short of our sister institutions, at the average.

Yet, we recently measured the effects of a LEAN reorganization involving our call center and the central computing staff and find good value. We were able to increase the First Call Resolution metric from 35% to 85%, and reduce the number of unplanned outages significantly. Considering the average hourly wage of faculty and staff, this added efficiency returns over \$5 million of lost productivity (wait) time to UAA. Also, ITS provides the technical support for the security camera system at a rate of \$304 per camera per year. This covers personnel time, camera, server, software costs and life-cycle replacement. The nearest local competitor charges over \$1,200 per camera per year. I've included an "ITS Bright Spots" briefing paper I prepared for Bill Spindle with this report.

As we all work together to find ways to increase effectiveness in a time of shrinking resources, ITS will continue to look for creative ways to meet today's needs based on what we have. We ask your support in finding creative ways to prepare for the certain significant additional IT demands that will underpin the future.

Listening and Learning – Password resets, mail routing

1. An updated version of the <https://me.uaa.alaska.edu> software was installed and tested. Some unintended effects related to students taking classes at UAS and any other MAU manifested and have been solved. Thanks are due to our colleagues at UAS for continuing to improve this important tool.
2. The new mail-routing server is in place and operating in production for a few users as a final test. The new <https://me.uaa.alaska.edu> will shortly include an option to forward mail to a preferred email service. Final testing is underway. The uaa.alaska.edu domain remains the official email for UAA faculty and staff, and a copy of forwarded emails may be retained by the official UAA or UA email systems, regardless of forwarding. Appropriate FERPA, HIPAA and PII considerations should remain uppermost in the minds of those choosing to forward emails. Users should also confirm any departmental preferences for email use with the appropriate departmental leadership.
3. Password reset requests remain one of the highest frequency requests of the call center. Fully automated password resets are technically possible, and ITS has improved the speed with which resets are made, but more foundational remediation must occur in order to achieve full automation. This remains one of our top priorities.

Keeping Existing Services Operating

Connectivity and bandwidth continue to challenge our capacity, and this issue remains at the top of our networking thinking. Over the summer, ITS began a process of blocking illegal peer-peer file sharing, with predictable positive results. Student Housing also completed the transfer of student dorm wireless traffic from the UAA network to a dedicated GCI wireless network. Together, these changes have vastly improved the throughput of the internet portion of our network. Unfortunately, the loss of residence hall traffic and associated fees paid to support the network, and the loss of over half a million in general fund subsidy have conspired in the first “phone” rate increase in years. The telecommunications rate increased from \$24 per end point (phone or computer/printer) per month to \$32. This is still less than UAF, UAS, the State of Alaska and GCI. ITS also is using some of the telecommunications carry forward made available by cost savings to further reduce the increase.

As mentioned in the last report, OIT recently rebid UA’s long-haul network, including internet services. The Best Value approach was incorporated, in part, and I remain optimistic that we will see some kind of price reduction. I have been invited to serve on the bid evaluation committee, and am unable to broadly discuss any details until proposals are received, considered and an award made. Specific advice will be sought from user groups consistent with procurement rules.

Due to several unplanned vacancies at ITS, we were able to invest additional resources in hardware upgrades aimed at making our services more robust and stable. More on this later.

Clearing the Decks

1. ITS remains in the area of >98% effort supporting and remediating existing systems. Best practice for day to day operations is in the neighborhood of 65-70%, with the balance invested in innovation.
2. We remain concerned about the absence of true fail-over resiliency in some systems, and continue to investigate options, such as Software as a Service (SaaS) delivery, in concert with user groups.

What Do We Already Own?

1. Several departments and IR have lead the way in applying the new Office 365 software suite to existing challenges that would have required additional software purchases. One large research grant project is hosted almost entirely in the Office 365 UAA cloud. Please contact me directly if you would like to learn more about this secure, valuable service we already own. <http://www.uaa.alaska.edu/informationtechnologyservices/office-365.cfm>

2. Voice Mail alternative; Lync services and Skype for Business (Reprise)

Remember, you can have all your voice mails delivered as sound files to your email inbox. It is easy to listen to them on your smartphone, PC/Mac or tablet. Also – there is likely no need for your department to spend any money on web conferencing software or licenses such as Citrix Go To Meeting, WebEx, Jabber or Skype. Note that Skype was acquired by Microsoft and will be combined with Lync as “Skype for Business.” Lync is a very capable service we already own, accessed from your desktop using your UAA credentials and password. We can help you discover how to use it, and also trouble-shoot any problems you may experience. Here is a link to the UAA Lync page: <https://www.uaa.alaska.edu/informationtechnologyservices/our-services/communication/messaging/>

(Did you know you can record Lync/Skype for Business sessions?)

Items Still Under Consideration:

1. Learning Management System

The testing of Blackboard Cloud ended without any sense UAA could move to the on-line version successfully. OIT and UAF are sponsoring a test of a single instance of Blackboard hosted in Fairbanks. SO far, it remains unclear whether such an approach can support the requirements of the other MAUs. More testing is needed before any recommendations can be presented to ACDLITe and other groups. Please watch for updates from ITS and Academic Innovations and eLearning.

Pat Shier, CIO/Associate Vice Chancellor

The ITS re-organization along LEAN principles, eliminated the Network and Systems Operations Center and redistributed workloads, and returned over \$5m in increased utility to UAA without additional spending. The overarching principles were:

1. Clear the Decks! Unfinished or hastily constructed digital services were failure prone and required constant attention. Engineers were spending 100% of their time fixing things.
2. What Do We Already Own? ITS disciplined itself to fully use existing hardware and software optimally, before considering any purchases. We helped other departments do the same, and saved in excess of \$100K in one such case alone.

Here is the math:

Call Center

Before – call center time to problem resolution averaged over 1 hour. Some were much longer, but the average was approximately 1 hour. Only 35% of calls were resolved on the first contact.

After – call center time to resolve an issue dropped to 10 minutes on average. (90% of calls are solved on the spot.)

22,000 calls per year *times* 50 minutes saved *times* the average hourly UAA wage = \$450,000

Computer and Network Outages

Before – average three outages per week lasting an average of 1 hour

After – average 1 outage per week averaging 30 minutes

50 weeks *times* 2 fewer outages @ 1 hour each, affecting about 3,000 staff and faculty = \$4.6M

The amount is conservatively calculated based on the average hourly pay rate and the reduced number of service outages and reduced wait/solution times at the call center. When services go down or staff and faculty have to wait, productivity – and our reputation – suffers. All this by using what we have, more effectively. If we consider that over a 36 week period, we serve about 20,000 students, faculty and staff an average of 14 hours each day (call center) or 24 hours a day (network, mail, phones, etc.) there are almost 100M user-hours provided without a hitch. Nonetheless, reducing outages and the time it takes to solve problems returns real value to UAA.

Other bright spots are:

- New web Content Management System coming online. New capabilities will simplify web page management and permit departments to attract more students with more modern pages.
- New email spam filter adopted for no cost, avoiding over \$500K in pending replacements of old filter technology, keeping communications recharge rates lower.
- Improved collaboration with OIT on security and firewall issues. Blocking unwanted network traffic saves money on bandwidth purchases and reduces network/internet congestion.
- New Unified Active Directory (UAD) working group – including staff from each MAU – is working together to fix remaining directory issues that otherwise make innovation very difficult.
- Two new student-led IT projects were completed and are in production – providing better maps for students using mobile devices, and providing needed administrative improvements for HR.

- Launched access to free Microsoft Office 2013 for all UA students, based on work done by UAA ITS and the UAD group, saving each student \$100 dollars or more per year in subscription fees.
- Collaborated with Housing to expand high speed wireless to all UAA dorms in time for Fall 2015.
- Provide communication services at competitive rates – less than OIT, GCI and less than the State of Alaska for phone/data connections at each desk, including voicemail, 911 and safety messaging. Even with the recent reduction in general fund support, increased communications rates will remain below other alternatives.

All said, we have reached the low hanging fruit available to us through simple reorganization and better deployment of resources. The big wins like providing tablet PCs to each new student containing their personal education plans, better integration of portfolios and Salesforce services, lecture capture, value added Banner-based services and the like will be impossible to accomplish as each represents significant work that must be done well. We are still spending most of our time keeping the lights on, and will continue to do so for at least the next two years, assuming we do not suffer further reductions or find ways to add resources through other means.



SEPTEMBER 2015

INFORMATION UPDATE

CENTER FOR ADVANCING FACULTY EXCELLENCE

CAFE coordinated and hosted the **New Faculty Orientation August 10-11, 2015**. More than 40 new faculty members from the Anchorage and Community Campuses attended. In response to comments in a 2014-15 survey of faculty development, CAFE opened the second day of programming to all faculty for a **“welcome back” day of training and development**. Approximately 10 adjunct faculty members and returning faculty members attended these sessions.

- On **August 28**, CAFE kicked off a **new workshop series: *Lunch and Learn***, one-time, 90-minute workshops offered during Friday lunchtime to allow faculty to gain valuable, pragmatic information and/or skills without having to commit to a longer “series” or multi-session project. Topics addressed this fall include: learning outcomes and the community engaged class; effectively handling classroom management issues and disruptive students; strategies for better organizing one’s digital life; and more.
- CAFE is offering **Making Learning Visible (Scholarship of Teaching and Learning) mini-grants**, which allow faculty to discuss, introduce, document and assess specific teaching interventions in the classroom and report the results to their colleagues. Mini-grant recipients participate in a year-long learning community and receive support to develop e-portfolios for use in Promotion and Tenure files as documentation of teaching effectiveness. Completed projects will be showcased in the spring. Please contact CAFE for additional information.
- CAFE will offer a **Find That Grant!** workshop on **September 18**, led by Deb Mole of the Consortium Library.
- As part of our Inclusive Excellence initiative, CAFE is supporting on-going meetings of the ***Stop Talking Faculty Learning Community***. This group met throughout the past year to discuss how to apply indigenous ways of teaching and learning in their courses, and has elected to continue the work this fall.
- CAFE’s **New Faculty Learning Community** (based on the book *Advice to New Faculty* by Robert Boice) will meet several times this fall. CAFE is exploring the possibility of offering a spring group if there is enough interest.
- CAFE is supporting programming co-sponsored by the Faculty Senate Academic Assessment Committee and the Office of Undergraduate Academic Affairs, including the annual **Academic Assessment Seminar on September 11** with Dr. Janice Denton of University of Cincinnati. Dr. Denton will address Curriculum Mapping and the ways in which it may be used to promote student success. CAFE will promote a series of follow-up sessions to enable individual faculty members and departments to gain a better understanding of Curriculum Mapping and its relationship to Student Learning Outcomes in programs, courses, and even assignments.

CENTER FOR COMMUNITY ENGAGEMENT AND LEARNING

- CCEL received 16 applications for **mini-grants** totaling \$28,248 in requests for Fall 2015, for projects ranging from engagement with school districts to research on emergency shelters and capturing legacy stories. Requests were more than 3 times the amount CCEL is able to fund in a semester. Every attempt is being made to support projects that qualify as community-engaged teaching, research or creative activity.
- Applications for **Community-Engaged Student Assistants** (CESAs) requested 34 students to support faculty in their community-engaged teaching, projects and research for Fall 2015. Students receive tuition awards for their support of our engagement initiatives in the community.
- CCEL is completing work on a \$15,000 Centennial grant from the Alaska Humanities Forum that resulted in a chapter, *An Oral & Written History of Fairview: Past, Present & Future*, written by a local historian and UAA student David Reamer with Clare Dannenberg, assistant professor with English & Anthropology. Bree Kessler arranged “Neighborhood Walks” throughout Summer & Fall 2014 and Clare and students conducted interviews of Fairview residents as the foundation for the chapter. It will soon be available electronically.
- A Civic Engagement course, CEL A392 **Advanced Civic Engagement**, will be taught this fall for the first time with an expanded philanthropy component, courtesy of a grant from the Learning by Giving Foundation and matching funds for the project. Students will have \$10,000 to award (4) \$2,500 grants each year to local organizations while they learn about philanthropy, local and state issues, and the non-profit world. An ENGL 212 course in Technical Writing wrote the grant proposals with 8 community organizations during the summer. This is an exciting project and the class is open as an upper-division elective to all majors.
- CCEL has been representing UAA in a new community project, **Welcoming Anchorage**, a national Welcoming Cities & Counties initiative primarily focused on new immigrants and refugees, but also on any other groups that experience being excluded.

Bringing the idea to campus as **Welcoming University**, CCEL brought several departments together, including Advancement, Native Student Services, Multicultural Center, New Student Orientation, Residence Halls, and International Admissions to expand UAA’s welcome to new students. Incoming International and Native students are being invited to attend a Welcoming Anchorage Week event at The Anchorage Museum where Mayor Berkowitz will give them a special welcome to the city.

- A new service-learning project in Dorn Van Dommelen’s GEOG/INTL A101 classes will expand students’ international/intercultural experience to our own new international students at UAA. CCEL is developing new service-learning roles for students and coordination for a project to connect 101 students one-on-one throughout the semester for conversations and campus and community events.
- An MSW student completing her field placement with CCEL will support community-engaged projects as well as focusing on one project with the community: ARISE (Anchorage Realizing Indigenous Student Excellence), a collective impact project with Cook Inlet Tribal Council, The United Way, and the Anchorage School District.

ACADEMIC INNOVATIONS & eLEARNING

- Our September focus is on the official launch of the **eWolf** (ePortfolio) program. We hosted Drs. Helen Chen (Stanford) and Tracy Penny Light (Thompson Rivers) on **August 31 and September 1** for workshops and discussion with faculty, students and administrators. Helen and Tracy are leaders within the ePortfolio field and co-authors of *Documenting Learning with ePortfolios*. Additional ePortfolio workshops are scheduled for **September 16 and 17** and registration is open on the AI&e website.
- **Save the Date: Dr. Cable Green**, nationally renowned expert on Open Educational Resources and Director of Global Learning at Creative Commons, will be on campus **September 24 & 25** to lead a discussion and workshop. On September 24, Dr Green is available for individual consultations and meetings. On September 25, he will hold a one day workshop from 9 am to 4 pm. [Register for the workshop here](#).
- This year AI&e is offering **Technology Innovation Grant (TIG)** funding at two levels: \$500 and \$2,500. TIGs are principally targeted to initiatives that are innovative, scalable, adaptable, and applicable to teaching, to discover new ways to enhance technology-engaged teaching and learning practices within UAA. **Applications are due Sept 18th**. Details are on our [website](#).
- In early June, ITS and AI&e decided not to pursue **Blackboard Cloud**-based hosting. While early testing was successful, ultimately we decided the Blackboard cloud was still too unstable for us to pursue at this time. Over the summer ITS invested in hardware improvements which have stabilized our self-hosted version of Blackboard. In addition, AI&e has hired **Amy Ross** as our new **Academic Technologist**. Amy's primarily responsibility will be the front end administration of Blackboard, moving this role out of ITS and back into Academic Affairs as part of the team's ongoing transformation.
- Over the summer a number of staffing changes occurred. Be sure to stop in and say hello to the new faces:
 - Jill Rubin, Front-desk Receptionist
 - Amy Ross, Academic Technologist/Blackboard Administrator
 - Dave DeHass, Instructional Designer 2
 - Devin Feighan, Instructional Designer 3 (starting Sept 14th)

INSTITUTIONAL RESEARCH

- Please visit the Institutional Research SharePoint site! Content is still under development but IR welcomes and seeks feedback from the campus. Should the members of the Senate wish, IR is happy to arrange an informational session on the use and availability of information on the site. Please contact Erin Holmes at 786-1544 if interested.

UAA/APU BOOKS OF THE YEAR

The UAA/APU Books of the Year 2015-17 theme: **“Negotiating Identity in America.”**

The Faculty Steering Committee selected the following books:

- *Hotel on the Corner of Bitter and Sweet* by Jamie Ford, and
- *The Color of Water: A Black Man's Tribute to His White Mother* by James McBride.

Everyone must “negotiate” and shape their identity as they grow up, age, and adapt to fate and circumstance. Together, these books offer timeless and relevant themes of individual and collective identity in America—themes that continue to be important to our communities, state, and nation.

A two-year program based on this theme and the selected books will include campus and community programming, as well as Reader's Guides, supplemental materials, and curriculum ideas offered on the program website.

Faculty Steering Committee includes Ann Bjartmarsdottir, Consortium Library; Sarah Kirk, UAA; Kristen Knudsen, UAA; Rhonda Johnson, UAA; Gina Miller, APU; Stephanie Morgan, APU; Kimberly Pace, UAA; and Emily Paul, UAA.

Staff includes John Dede, Director and Christina Gheen, Coordinator.

Faculty Alliance Governance Report to the Board of Regents

September 2015

The Faculty Alliance is likely to have a busy year during AY 2015/16. There are several big projects still underway from last year while we need to adapt to a continuing fiscal crisis for the state and the university. The faculty leaders serving on the Faculty Alliance are keenly aware that we need to stay proactive as we find our way through these tough times.

Continuing Projects:

The Faculty Alliance will continue to work with the four statewide taskforces to align math, English, and GER requirements and the academic calendar across the UA system. You received their interim or final reports in the spring. The math taskforce completed its work, the English taskforce is close to completion, and the GER taskforce is making good progress. I will update you as they begin their work again. The calendar taskforce is also making progress. Their main focus now is on solutions for aligning course times.

Intensified Focus:

Last academic year the Alliance began to work more proactively on priorities expressed by the BoR, including cross-university collaborations and a more efficient governance process that could decrease the time between the initiation of a task to its completion.

The Alliance will continue to work with various university and other groups to encourage and support collaborations that can provide opportunities for our students, increase faculty collaboration across universities, and increase collaborations with state and private entities, especially on research. As David Valentine pointed out in his remarks in the spring, faculty are in the business of generating and disseminating knowledge. We will work on partnerships that will contribute to this mission.

Efficiency is, I'm sure, a word we will hear a lot this year and in years to come. Most of the above mentioned projects are geared at improving efficiency in serving our students. The Faculty Alliance is also working on ways to improve the governance process in the UA system while also preserving the deliberative and participatory decision making processes that are crucial to academic institutions. We recognize that the faculty branch of governance can and needs to make improvements – but this will require working with three separate governance systems with somewhat different priorities, histories, and ways of doing things. We ask for your patience as we tackle this issue. We also hope to improve the communication and information flow between the Alliance, university leaders (e.g., SAC) and the Board.

Given the challenges faced by the UA system, the Faculty Alliance is looking forward to finding constructive ways to work with UA Leaders and the Board of Regents. We have much to contribute and are as concerned about the future of the University of Alaska as you are. The faculty leaders on the Alliance have spent years in governance and continue to educate themselves about the issues faced by their universities and by the UA system.

TO: All Deans, Directors, Building Managers

FROM: Chris Turletes, AVC Facilities and Campus Services

DATE: September 27, 2015

RE: Custodial Services Changes to Anchorage Campus

One of the functions hit hardest by the budget reductions has been the campus custodial service. In addition to reductions, our contract with ABM ended and was put out to bid. The bids received were significantly higher than the budget would allow – nearly 50% over prior contract costs for the same level of service. Facilities & Campus Services and ABM exchanged a variety of ideas on proceeding with an overall reduction in service while minimizing the impact to classrooms and common areas.

To balance the costs vs. services UAA and ABM developed the following two major changes:

First is “daytime” cleaning. Starting September 1, 2015 ABM will clean during the day on campus starting as early as 5:00 am in several buildings and common areas. The schedule below shows the buildings affected. The intent is to do classroom/labs/seminar rooms/Health Center spaces before classes start then shift to restrooms and common areas.

The benefits of daytime service include: the opportunity to see and get to know the custodians; they are available for emerging requirements; reduced cost of service; reduced cost of utilities at night; and, improved staff retention for ABM, the custodial contractor. I have experienced this daytime service at other locations and it was beneficial. The ability to personally connect with these service providers goes a long way. We expect to migrate additional facilities as appropriate to the day schedule over the course of the fiscal year.

Daytime cleaning will begin on September 1 for the following buildings:

- 1901 Bragaw
- Administration/Humanities Building
- All Spines & Bridges
- Auto/Diesel Technology Building
- Bookstore
- Central Parking Garage & Spine
- Consortium Library
- East Parking Garage
- Fine Arts Building
- University Lake Building
- University Lake Annex
- Wendy Williamson Auditorium

Work will generally begin at or before 7:00 am in these buildings.

Second: Beginning September 27th **campus-wide** individual office spaces will be cleaned every 2-weeks, currently on Sunday. In the past office cleaning was weekly. The biweekly office service will continue to include lite dusting, vacuuming, and wiping of horizontal surface.

This reduction in service also means less frequent emptying of trash cans. To accommodate this, centralized trash stations are being established in each building. This means each employee (faculty, staff, and student) is responsible to periodically empty their individual trash can(s) into their building's central station. Trash bags will be periodically replenished. More information, including maps of the locations, will be published prior to implementation.

Departments that would like additional service beyond this standard can contact 786-6980 to make arrangements.

Over the next several weeks Facilities staff will be around campus talking about this. If you want us to talk with your group we will be happy to do so. Please contact Ryan Buchholdt at 786-1346 or rcbuchholdt@uaa.alaska.edu to set this up.

Thanks in Advance for your contributions in keeping UAA clean, safe and sustainable.

University of Alaska Anchorage Interprofessional Simulation Committee (ISC)

Appendix A

The charge to the committee is to develop and implement interprofessional clinical simulation activities for students, faculty and our community partners. The committee should also design processes to develop and support the advancement of clinical simulation as part of program specific and interprofessional education curricula. A portion of this charge includes providing clinical simulation oversight, evaluation, sharing of best practices, faculty development and research throughout the University of Alaska system. The committee is encouraged to explore innovative and creative approaches to this charge.

Members of the committee are expected to act as leaders or champions of interprofessional simulation within their respective academic units. Ultimately, faculty are responsible to the communities of Alaska, Alaskan health and social service providers, and their individual academic disciplines for the content and the quality of the clinical simulation activities.

Committee Tenure: Membership on the ISC is for a minimum of 12 months, beginning on or near September 1, and ending on or near August 30. An ISC chair is elected by the members and serves a two-year term. Members coordinate their own succession planning within their individual academic disciplines to best balance representation opportunity and continuity.

Annual goals:

1. Coordinate one interprofessional simulation event each semester
2. Provide for one simulation focused professional development offering for the faculty
3. Support simulation research projects, presentations and publication
4. Recognize the accomplishments of students and faculty who advance interprofessional simulation

Appendix B

Summary of Committee Highlights SY2014-2015

1. IPE Activities:
 - a. Fall 14: Stroke. 75 Students from 7 programs completed training scenarios 45 participated in capstone interprofessional care conference
 - b. Spring 15
 - i. WWAMI –MEDEX- SON: Telephone Communication (40 students)
 - ii. Dietetic –SON: NG/Enteral Feeding sim (12 students)
 - iii. SW – SON (NS) Domestic violence home visit (40 students)
2. Research/Grants:
 - a. Artic SBIRT: 60 Students (FM Residency, SW, PSY, and Nursing) completed training and SP simulations. Faculty develop distributable SBIRT training videos
 - b. COH SBIRT Poster presentation at 1st Annual UAA Faculty Research & Creative Activity Symposium September 5-8
 - c. Committee adopted ACLS tool to gather data and evaluated all IPE simulation activities
 - d. ISC poster accepted for the second annual UAA Faculty showcase. Poster Fair Monday, March 30 - Thursday, April 2. UAA Student Union - second floor.
 - e. Artic SBIRT abstract accepted for presentation by Jim Fitterling at: the 5th Vancouver International Conference on the Teaching of Psychology.
3. Faculty Development:
 - a. Delivered first-ever ISC Interprofessional Simulation Workshop Sept 13, 2014 (30 attendees)
 - b. Planned 2nd annual Interprofessional Simulation Workshop
4. Promoting/recognizing clinical simulation activities:
 - a. Faculty accepted to UAA technology Fellows program. As her project she intends to format, catalog and publish our IPE simulations.
 - b. Articles about COH simulation activities published in the COH Leadership team newsletter:
 - c. Committee endorsed/supported creation of new COH IPE ethics course.

Appendix C

Program	Representative(s)	Email
Allied Health – Laboratory	Angela Craft	Ahumph10@uaa.alaska.edu
Allied Health – Emergency Services	Tim Benningfield	tibenningfield@uaa.alaska.edu
Behavioral Health – Psychology	Jim Fitterling Jocelyn McGee Rosellen M. Rosich	jfitterling@uaa.alaska.edu gdeldridge@uaa.alaska.edu rmrosich@uaa.alaska.edu
Behavioral Health – Social Work	Alexa Filanowicz	afilanowicz@uaa.alaska.edu
Philosophy - Ethics	Stephanie Bauer	slbauer@uaa.alaska.edu
Nursing – Bachelors (BS)	Ammie Tremblay (co-chair 2015-17)	altremblay@uaa.alaska.edu
Nursing – Associates (AAS)	Marianne Murray Annette Rearden	mmurray13@uaa.alaska.edu alauria@uaa.alaska.edu
Medicine - Physician Assistant	Denise Coslett	dcoslett@SouthcentralFoundation.com
Medicine - WWAMI	Tanya Leinicke	tmleinicke@uaa.alaska.edu
Simulation Center - IHSSC	Ryan Shercliffe	rmshercliffe@uaa.alaska.edu
Therapies – Dietetics	Kendra Sticka (co-chair 2015-17)	kdsticka@uaa.alaska.edu
Therapies – Occupational Therapy	Sara Smith LeeAnne Carrothers	Sarah.Smith@creighton.edu lcarrothers@uaa.alaska.edu
Therapies – Speech	Ellen T. Brigham	etbrigham@uaa.alaska.edu
Alaska's Area Health Education Center	Pat Sammartino	plsammartino@uaa.alaska.edu

IT Key Metrics Data 2015: Key Industry Measures: Education Analysis: Current Year

Published: 15 December 2014

Analyst(s): Linda Hall, Shreya Futela, Disha Gupta

This research contains enterprise-level IT spending, staffing and cost metrics, as well as business productivity ratios for the Education vertical industry. Information provided was collected throughout 2014 from a global audience of CIOs and IT Leaders.

Key Findings

- By using multiple IT investment metrics, organizations are better able to view IT spending within the context of IT supply and demand requirements relative to business performance.
- The 2014 Education vertical industry average IT spending as a percent of revenue is 5.0%, up from 4.7% in 2013.
- The 2014 Education vertical industry average IT spending as a percent of operating expense is 5.2%, up from 5.0% in 2013.
- The 2014 Education vertical industry average IT spending per employee is \$6,498, up from \$6,563 in 2013.

Recommendations

- Use this research (or your Gartner ITBudget Tool comparison report) as a source of comparative data to assist IT and enterprise leaders with fact-based decisions related to investments, planning, budgeting, ongoing operational assumptions and identification of quantitative best practices.
- These measures should be considered in the creation of future-state (both short and long term) objectives to quantify IT planning assumptions and to better understand niche or industry competitive drivers, inhibitors, conditions and trends.
- Use of this information should be considered the beginning of an ongoing value discovery process. Organizations should consider investing in customized, refined, prescriptive or in-depth benchmarking engagements on a recurring basis to support the budget cycle, or whenever making significant, fact-based IT or business decisions.

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Analysis

How Does Your IT Organization Stack Up Against the Competition?

IT and enterprise leaders are challenged constantly with dynamic market conditions, wherein the organization is evolving and technology is changing. The 2015 edition of the Gartner IT Key Metrics Data (ITKMD) series, provides insight into the latest industry trends to help enterprises change, make fact-based decisions and help answer key questions similar to these:

- Are you measuring the alignment between business and IT?
- Are your staffing and investment levels competitive in infrastructure and operations?
- Are you measuring your technology performance?
- Can you prove the success of current and future IT investments?

Big enterprise changes require fact-based decisions regarding IT investments and costs. A critical evaluation of IT capabilities — past, present and future — is the cornerstone of delivering business value. In general, clients find their journeys with benchmarking are more successful by participating in surveys, and in effect, they "get better at benchmarking by doing benchmarking."

This research provides an overview of the key findings on spending and staffing trends from leading organizations around the world and also provides the current comparison data included in the Gartner ITBudget Tool (see gartner.com/itbudget).

IT Key Metrics Data Research Background

The Gartner ITKMD series of reports was established in 1995 to support strategic IT investment decisions, and today the annual publication delivers more than 2,000 metrics, across 96 documents and covers 21 different industries. Allowing you to rapidly identify high-level IT spending, staffing, technology and performance trends.

In an ongoing effort to study, analyze, evolve and improve enterprise performance, Gartner drives a number of initiatives to continuously capture IT data and information from the greater Gartner client and non-client community to support the growth of the database, the industry insight and the published IT metrics series. We invite you to participate in and contribute to the study to represent your vertical industry and region. The Gartner client community provides an exemplary window into the global IT community, and, therefore, your participation is essential to this publication series.

To contribute to Gartner ITKMD research, start a survey and represent your industry and region. Surveys are available at: gartner.com/surveys.

IT Key Metrics Data Key Industry Measures Overview

This research contains relevant database averages and ranges from a subset of metrics and prescriptive engagements available through [Gartner Benchmark Analytics](#) consulting-based capabilities. While database averages are indicative of enterprise IT spending levels, actual

spending will vary around these averages when considering the variations of unique competitive landscapes, niche vertical industry subsectors, business scale, and IT complexity and demand, which may be justified by specific enterprise needs. These factors typically drive the context of an IT cost or performance evaluation and often dictate long-term support requirements. Ultimately, business value IT spending and staffing data should be used as a high-level directional indicator and in the creation of planning assumptions — not viewed as a prescriptive benchmark in which significant budget decisions are made.

For detailed information and metrics specific to each of the listed ITKMD vertical industries, see Table 1 or review "IT Key Metrics Data 2015: Index of Published Documents and Metrics" for a comprehensive list of all available IT Key Metrics Data 2015 research.

Table 1. ITKMD Key Industry Measures: Vertical Industry Document Index

Document	Current Year	Multiyear
Executive Summary	G00265996	
Small and Midsize Enterprise Executive Summary	G00265997	
Cross-Industry	G00266005	G00266006
Banking and Financial Services	G00266007	G00266008
Chemicals	G00266009	G00266010
Construction, Materials and Natural Resources	G00266011	G00266012
Consumer Products	G00266013	G00266014
Education	G00266015	G00266016
Energy	G00266017	G00266018
Food and Beverage Processing	G00266019	G00266020
Government — National and International	G00266021	G00266022
Government — State and Local	G00266023	G00266024
Healthcare Providers	G00266025	G00266026
Industrial Electronics and Electrical Equipment	G00266027	G00266028
Industrial Manufacturing	G00266029	G00266030
Insurance	G00266031	G00266032
Media and Entertainment	G00266033	G00266034
Pharmaceuticals, Life Sciences and Medical Products	G00266035	G00266036
Professional Services	G00266037	G00266038
Retail and Wholesale	G00266039	G00266040
Software Publishing and Internet Services	G00266041	G00266042
Telecommunications	G00266043	G00266044
Transportation	G00266045	G00266046

Document	Current Year	Multiyear
Utilities	G00266047	G00266048

Source: Gartner IT Key Metrics Data (December 2014)

Using This Research

This research was commissioned to help IT and enterprise leaders compare IT investment levels (operational and capital expenses) with standard industry categories (revenue, operating expense, and total employees). To ensure a like for like comparison to the Gartner metrics it is important to adhere to the data definitions, which can be found throughout this report.

As with any published data, many potential interpretations and analyses exist. The dataset represents a mix of organizations of different sizes and vertical industry segmentations. The industry-specific spending profiles published here represent key metrics data collected directly from CIOs, CTOs, IT leaders and practitioners with respect to their organization's IT investment levels and future IT budgets. Most IT organizations follow an annual IT budgeting process and adjust their budgets based on changing economic and business conditions. In many organizations, IT spending levels are reviewed and revised on a quarterly or even monthly basis. Therefore, published IT spending benchmarks represent a "snapshot in time," and do not necessarily indicate what enterprises will or have ultimately spent on IT in the coming year or in the past.

Although the published figures represent what Gartner calls a "stalking horse" (that is, a position resulting from analysis of data that represents trends and results), each organization should assess its own situation carefully, and should not arbitrarily change to conform to published results (which do not necessarily represent best practices). For example, the metric of IT spending as a percent of revenue does not, by itself, provide valid comparative information that should be used to allocate IT or business resources. Moreover, IT spending statistics alone do not measure IT effectiveness and are not a gauge of successful IT organizations. They simply provide an indicative view of global investment levels for the market in general.

While the industry-specific spending metrics published here and in other research provide a high-level overview of spending priorities, many organizations feel the need to further evaluate their organization as compared to their niche competitive landscape when benchmarking. Many firms decide that a formal benchmarking exercise — one that is highly customized and prescriptive for the individual firm — is a natural follow-on to using the results presented in this research and in Gartner ITKMD publications. In such exercises, companies can be more assured that they are getting an "apples to apples" benchmark with a more refined peer group, and that the benchmark takes into consideration variations in complexity (such as the elements of industry, enterprise size, platforms, applications and other key variables).

Gartner recommends that organizations consider an investment in such customized or in-depth benchmarking engagements to support the budget cycle, significant IT or enterprise changes, or whenever making significant IT cost-based decisions. The information published in this research

can be used during the time periods between prescriptive or consulting-led benchmark engagements.

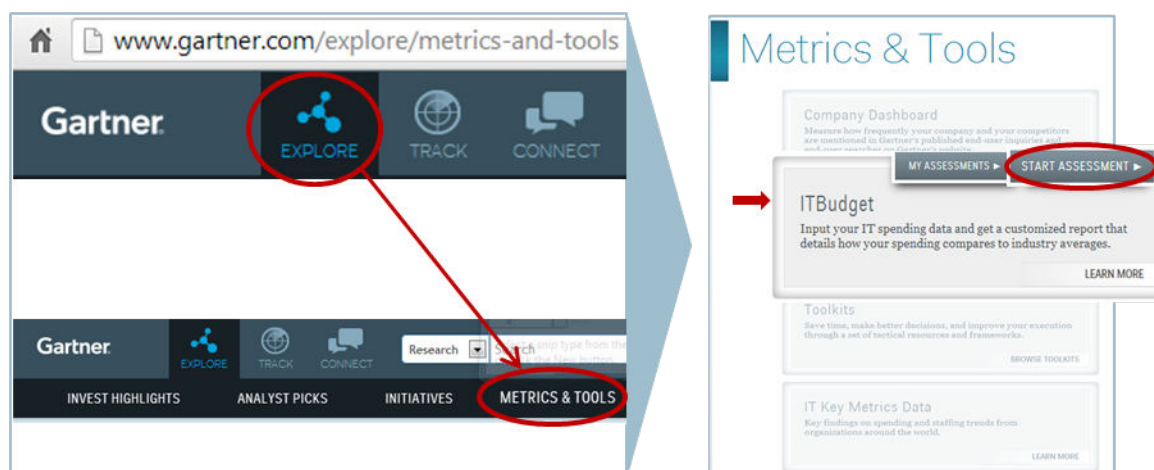
To explore Gartner's consulting-based prescriptive benchmark analytics capabilities and case studies, see the [Appendix](#).

Gartner's ITBudget Tool: Compare Your IT Metrics to Your Industry

As an easier way to access the information in this report, you can use the Gartner ITBudget Tool to start your benchmarking journey and compare your enterprise IT metrics (see gartner.com/itbudget). The tool can be used on an on-going basis, to analysis your current and future expenditure.

To start a new assessment and generate an IT metrics comparison report versus your industry, from gartner.com, select "Explore," "Metrics & Tools," and under "ITBudget," select "Start Assessment."

Figure 1. ITBudget Tool Location



Source: Gartner (December 2014)

Note: Many CIOs and IT leaders leverage the "Delegation" feature to email data collection and financial alignment activities to a colleague to complete on their behalf; as well as to drive a common measurement reporting structure across independent divisions, agencies, or business units to support coordinated budgeting, planning and communication exercises. Delegates do not need to have access to Gartner.

Once you have completed an assessment, the following notes highlight next steps to support IT business value discussions through IT financial transparency and cost optimization initiatives.

- IT Key Metrics Data 2015: Resources to Review Your ITBudget Assessment
- Use Benchmarking to Identify IT Cost Optimization Opportunities
- Measure the Value of the IT Organization From Your Stakeholder's Perspective
- Making the Case for IT Investments by Focusing on the Business Strategy

Access to the ITBudget Tool is dependent on your level of Gartner subscription.

Gartner IT Key Metrics Data Series

Depending on your subscription level for Gartner services, some clients have access to the complete Gartner ITKMD publication series. To access the series from gartner.com, select "Explore," "Metrics & Tools," and "IT Key Metrics Data."

ITKMD is part of the Gartner Benchmark Analytics range of solutions and offers a macro level look at Gartner's global database of comprehensive cost and performance measures. ITKMD provides you with immediate access to authoritative data on IT staffing and investment levels, as well as key technology cost and performance metrics. These metrics enable improved budget and investment decisions with regard to the changing environments of business and IT.

The ITKMD annual publication series contains more than 2,000 IT metrics published by way of 96 Gartner Benchmark Analytics research notes. In addition to the key IT financial metrics in this research, a variety of IT staffing and productivity metrics are available in the areas listed below. Some reports show vertical industry tendencies, while others tend to be cross-industry perspectives. Many of the metrics show averages by revenue scale or size of IT infrastructure environment supported (e.g. number of server operating system instances, number of installed MIPS, number of personal computing devices).

These key metrics reports are broadly defined by five key areas of the IT portfolio:

- **Key Industry Measures.** Enterprise-level total IT spending and staffing metrics across 21 vertical industries, including current-year and multiyear averages. Metrics based on enterprise size in terms of annual revenues are often provided.
- **Key Infrastructure Measures.** IT functional area-specific unit cost, productivity and performance measures for the IT infrastructure environments, including current-year and multiyear averages for the mainframe, Windows server, Linux x86 server, Unix server, storage, end-user computing, IT service desk, data and voice network environments. Metrics by workload size are often provided.
- **Key Applications Measures.** Application development and application support spending and staffing metrics, project measures, life cycle phases, productivity and quality measures (current year and multiyear).
- **Key Information Security Measures.** Enterprise-level total spending and staffing measures by industry and region.
- **Key Outsourcing Measures.** Enterprise-level total spending and staffing measures by industry and region.

For a complete outline of all related published research in the series, see "IT Key Metrics Data 2015: Index of Published Documents and Metrics."

IT Key Metrics Data Source

Information for ITKMD is continuously collected worldwide via direct fact-finding in our many benchmarking and consulting engagements, through surveys of the Gartner community and at Gartner events, in addition to surveys of non-Gartner-based communities. Financial information, such as revenue and operating income, is also collected from secondary research sources, such as annual reports and public databases.

Data Variations

As information for ITKMD is compiled by Gartner from multiple sources, we do not use a specific sampling method. The data collected each year may have a different distribution of organization sizes (revenue/business operating expenses/employees), and geographies. While we do group similar companies within each of the individual industry categories, there is always some diversity in businesses represented. For this reason, there may be minor or significant fluctuations in metrics from year to year.

IT Key Metrics Data industry reports contain tables below each box and whisker chart that break out the metric by revenue ranges (e.g., Greater than \$10B, \$1B-\$10B etc.) The sample size available for each of these ranges is much smaller than the sample size for the whole industry category. For this reason there may be larger year to year fluctuations in the revenue range metrics than there are for each industry as a whole. While the revenue ranges can provide useful information, we believe that the best way to evaluate the metrics is through the average, middle quartiles, and range information available in the box and whisker charts.

Demographics

Education Industry Definition

Organizations from which their primary revenue stream is derived from one or more of the following:

Higher Education

Colleges, Universities, and Junior Colleges

Other

Professional Schools, Elementary and Secondary Schools, Vocational Schools, Specialty Educational Services, Automobile Driving Instruction, Child Day Care Services, Educational Curriculum Development, Exam Preparation and Tutoring, Online Education Courses, Online Training Services.

Table 2 outlines the number of observations as well as the average size of the organizations (annual revenue and number of employees) that are represented in the “current year” analysis.

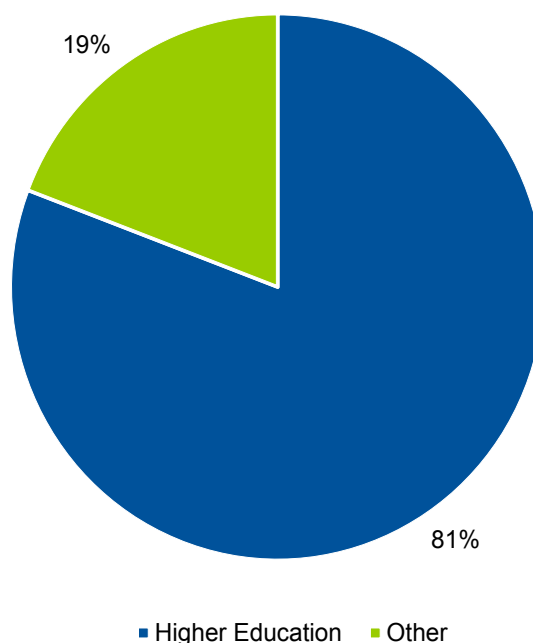
Table 2. Number of Observations, Average Revenue and Enterprise Employees

Industry	Number of Observations	2013 Revenue (Billions of USD)	2014 Employees (Thousands)
Education	104	0.6	4.8
Notes: (1) The revenue figures reported are final and official for 2013; the 2014 revenue figures were not announced or were otherwise unavailable at the time of this publication.			

Source: Gartner IT Key Metrics Data (December 2014)

To offer some insight into the characteristics of the vertical industry sample, Figure 2 below outlines the distribution of the vertical sector sample by industry sub-sector as defined in the vertical industry definition below.

Figure 2. Education Distribution: by Vertical Industry Subsector



Source: Gartner IT Key Metrics Data (December 2014)

Revenue Size Categories

The niche subsector, business scale and future state strategy of each organization in the Education vertical industry drive many of the variables required to understand the appropriate level of total IT investment required to remain competitive.

To offer some high-level insight into the effect of business scale relative to IT investment, this report will look at five environment scales within our represented data for selective metrics, in terms of USD *revenue size* as defined below.

- Less than \$250 million in revenue
- Between \$250 million and \$500 million in revenue
- Between \$500 million and \$1 billion in revenue
- Between \$1 billion and \$10 billion in revenue
- \$10 billion and greater in revenue

2014 IT Investment Measures

Total IT Spending/Budget Definition

For the purpose of this research, Gartner has defined "total IT spending" as the following:

"The best estimate of total spending at the end of the 12-month budget period for IT to support the enterprise. IT spending/budget can come from anywhere in the enterprise that incurs IT costs, and it is not limited to the IT organization. It includes estimates by enterprises on decentralized IT spending and or 'shadow' IT. It is calculated on an annualized 'cash flow view' basis, and, therefore, contains capital spending and operational expenses, but not depreciation or amortization."

What the IT Spending/Budget Includes, From a Resource or Cost Perspective

- Hardware, software, personnel (including contractors, travel, benefits and training), outsourcing (external IT services like consulting, system integration, data and voice transmission, software as a service, infrastructure as a service), disaster recovery and occupancy costs associated with supporting IT within the enterprise. Costs also include all taxes (except value-added tax where it is recovered or refunded to the organization).
 - Note: Occupancy costs, include fully burdened costs for the facilities being used by the IT staff supporting the enterprise. Some examples include office space, furniture, electricity, maintenance, property taxes, security and office supplies. Occupancy costs for space dedicated to IT functions, such as the data center, including power/heat management and raised floor, are also included.

What the IT Spending/Budget Includes, From an IT Functional Area or Activity Perspective

- The data center (for example, mainframes, servers and storage), end-user computing devices (for example, desktops, laptops, tablets, thin clients and smartphones), voice and data networks (including, but not limited to, voice and data transmissions, fixed and mobile telephony, and Internet access services), IT service desk, and applications (for example, development and maintenance).

- IT support functions, such as the office of the CIO; supervisory management; finance and administrative costs, such as purchasing; asset management; process management; and marketing of IT services.
- Dedicated data processing equipment used in operations, production and engineering environments — examples are computer-aided design/computer-aided manufacturing (CAD/CAM) and standard computing equipment used in devices for factory automation, and tablet PCs used by healthcare professionals.

What the IT Spending/Budget Does Not Include

- Costs for technology or services that are resold. Examples include salaries for developers involved in building commercially packaged software, or IT-skilled employees who provide services for the organizations' external clients.
- Operational technology that is:
 - Equipment-built or purchased for non-data-processing purposes, but which has computerized components. Examples include robotic manufacturing machines, automated teller machines, specialized point-of-sale devices, scanners, blood pressure monitors and sensors on a supervisory control and data acquisition (SCADA) system.
 - Appliance-like or proprietary data processing equipment that has a single (typically industry vertical) purpose and cannot be used for other general purposes. A typical example is a computer that can only control the flow of electricity through the power grid. Since it cannot be repurposed, it is not included in our model. Note that other systems that gather data from this type of computer and can be used for other purposes would not be considered operational technology and, therefore, would be in scope of our model.
- Depreciation or amortization expenses, which could lead to double counting from an accounting perspective.
- Internal "cross charges" and corporate allocations related to large, significant and/or unusual one-time expenses, such as reductions in workforce, redundancy, relocations, retirement, human resources and chairperson's salary.
- Business data subscriptions and services (such as Bloomberg), even if they are managed by the IT organization.
- Business process outsourcing services (BPO) where organizations outsource entire business functions such as payroll or benefits management. This includes cases where the BPO vendor provides access to software, and also guarantees that the outcomes of their services will meet business requirements, such as tax and withholding regulations. Note: where a vendor provides Software as a Service and only guarantees that the software will perform as specified, then this is in scope of the IT spending/budget. Traditional outsourcing of IT functions, for example servers and email, are also still within scope.

Points of Clarification

The IT Key Metrics Data: Key Industry Measures publication series looks at IT spending from a "cash flow" view, in that IT spending is defined as "the total of the IT operating budget (excluding depreciation and amortization), plus IT capital expenditure for the current year." This view allows organizations to understand the current year's cash outlay based on current-year management, plans and future-state strategy objectives. Many organizations monitor IT spending results using what is sometimes called the annualized "book view" or "accounting view," which represents the IT operating expenditure budget, including current depreciation (the allocation of prior years' IT capitalized expenses, which the enterprise records on its books for the current year). Capital budgets for the year in this accounting-based view are typically collected and reported separately. While this accounting view is helpful in outlining the annual cost of IT, it often does not accurately reflect the current strategy (and the respective investment decisions) because depreciation represents decisions made in the past. In this research, the ratio of IT operating versus capital spending is provided so that detailed comparisons can be made.

It should be noted that IT spending as a percent of revenue in the ITKMD is calculated on the basis of the current year's IT spending (budget) divided by the previous year's stated revenue. The calculation is made in this way because the current year's financial data is typically not available at the time of publication, while the IT spending/budget data is available. Also, the IT budget for a future year is based on experience from the current year.

Although Gartner publishes worldwide vertical-industry-specific IT spending and staffing metrics, ITKMD does not publish metrics by vertical industries within key geographic regions because previous research has shown that spending patterns are broadly similar by vertical market across regions. So, for example, financial services tend to spend a relatively high percentage of revenue compared with other vertical industries, whether the company is in Europe, Asia/Pacific or North America. While this information may not be available through published research, Gartner does provide prescriptive benchmarking services versus unique peer groups by industry subsector and or marketplace through the Gartner Consulting capabilities on a service for a fee basis.

To explore Gartner's consulting based prescriptive benchmark analytics capabilities and case studies, see the [Appendix](#).

IT Intensity

IT intensity, which is defined as "the level of IT investment relative to business results," is a fundamental tool in business strategy and IT communications. Although many organizations focus on one measure to understand their relative IT investment levels, Gartner has found that no single measure tells the whole story, and that the metrics need a business context to drive value and meaning for the greater enterprise to leverage. Gartner suggests that clients view IT investment against multiple measures of business volume and financial performance, and then triangulate on these as compared with various ratios of business efficiency and productivity. Next, incorporate these metrics into regular communications with the appropriate business context to link IT investment to business performance indicators.

For the purpose of the IT Key Metrics Data: Key Industry Measures publication series, Gartner suggests that clients triangulate between IT spending as a percent of revenue, IT spending as a percent of operating expense, and IT spending per company employee to understand relative IT intensity levels. Next, clients should cross-examine those measures against business productivity ratios (such as revenue per employee, operating income per employee and profitability ratios) to understand the impact on the business. For more information on these metrics, see "IT Key Metrics Data 2015: Index of Published Documents and Metrics" for a comprehensive list of all available IT Key Metrics Data 2015 research.

IT Spending as a Percent of Revenue

IT spending as a percent of revenue is the most recognized measure of total IT investment relative to top-line business results.

Revenue is defined as:

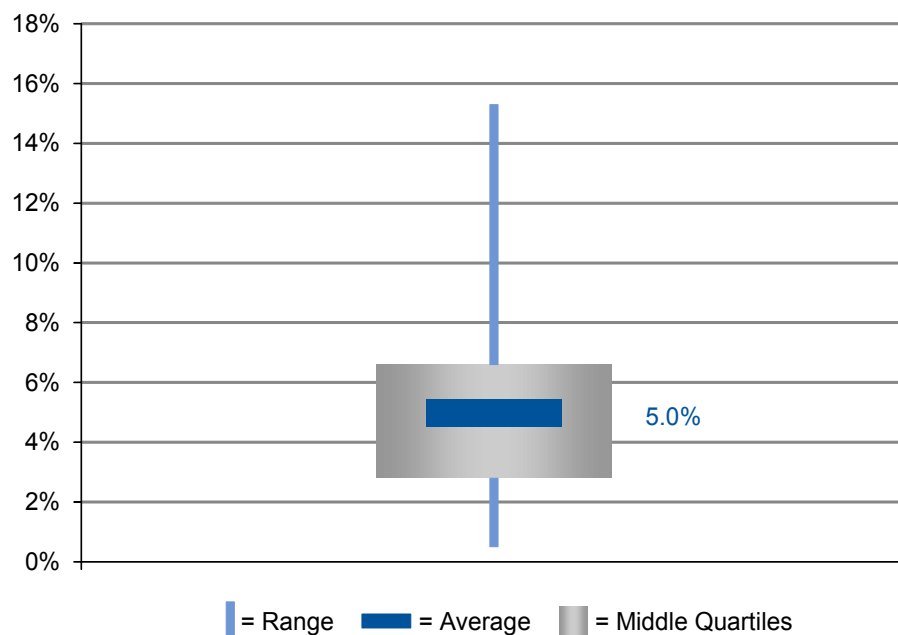
"The enterprise revenue associated with the business units supported by the IT organization (banks should use total interest income plus noninterest income minus provision for loan losses, while insurance companies should use gross written premiums and other income)."

The value of this measure is that it assists in identifying the competitiveness of investment levels relative to the most fundamental measure of business performance: revenue. While this has been viewed as a must-have and readily available metric for many enterprises, common misuses include:

- Looking at a single year rather than multiyear trends
- Basing decisions on the assumption that this figure will not change in the future, sometimes dramatically
- Failing to understand and address changes in the numerator and the denominator of the calculation
- Considering just the average rather than the range of values or the upper and lower quartiles.

IT spending as a percent of revenue alone does not highlight why spending levels are at, above or below average (which are often misinterpreted as "good" or "bad"), nor does it reflect IT's contribution to business performance. Thus, IT spending as a percent of revenue needs to be considered in tandem with other IT intensity measures, as well as the context of business objectives, the rate of change and the overall circumstances affecting the numerator, as well as the denominator, of the calculation.

Figure 3. Education: IT Spending as a Percent of Revenue



Source: Gartner IT Key Metrics Data (December 2014)

Table 3. Education: IT Spending as a Percent of Revenue: by Revenue Scale

<\$250M in Revenue	\$250M- \$500M in Revenue	\$500M- \$1B in Revenue	\$1B- \$10B in Revenue	\$10B+ in Revenue
5.1%	6.0%	4.4%	3.9%	N/A

Source: Gartner IT Key Metrics Data (December 2014)

It should be noted that IT spending as a percent of revenue is calculated on the basis of the current year's IT spending divided by the previous year's revenue. We make the calculation in this way because the IT budget for a future year is based on experience from the current year. However, for practical reasons, we use the previous year's revenue because the current year's financial information is not available to us at the same time as the IT spending numbers are.

IT Spending as a Percent of Operating Expense

IT spending as a percent of operating expense is another view of IT investment levels in terms of the role IT plays in overall business spending patterns.

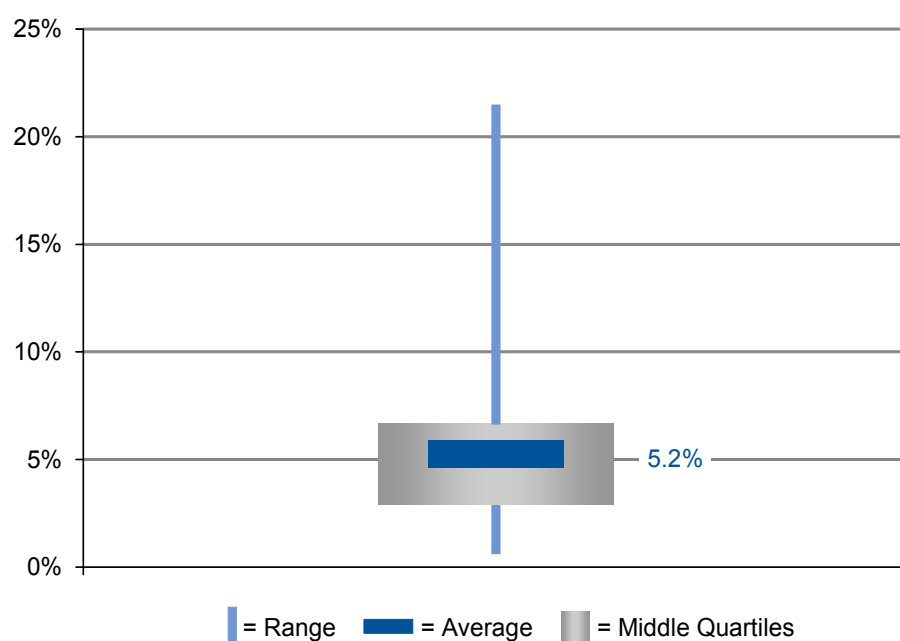
Business operational expense is defined as:

"The total expense associated with the business units supported by the IT organization. This includes items such as selling, general and administrative expenses, cost of goods sold (or cost

of revenue), research and development, depreciation, and depletion and amortization expenses. For insurance, this includes underwriting expenses and loss and loss-adjustment expenses; for banking organizations, it includes interest expenses and noninterest expenses; for government and nonprofit organizations, it is represented by the enterprise operating budget."

While revenue may be subject to external-market-based volatilities, business operational expense typically remains much more consistent and predictable year over year. Therefore, it better reflects the overall business investment strategy. Typically, organizations with a greater level of IT investment relative to operating expense view IT as a strategic enabler, and this can improve business performance and productivity levels.

Figure 4. Education: IT Spending as a Percent of Operational Expense



Source: Gartner IT Key Metrics Data (December 2014)

Table 4. Education: IT Spending as a Percent of Operational Expense: by Revenue Scale

<\$250M in Revenue	\$250M- \$500M in Revenue	\$500M- \$1B in Revenue	\$1B- \$10B in Revenue	\$10B+ in Revenue
5.6%	6.1%	4.7%	4.0%	N/A

Source: Gartner IT Key Metrics Data (December 2014)

IT Spending per Employee

IT spending per employee is often used to determine the amount of IT support the average organization's workforce receives.

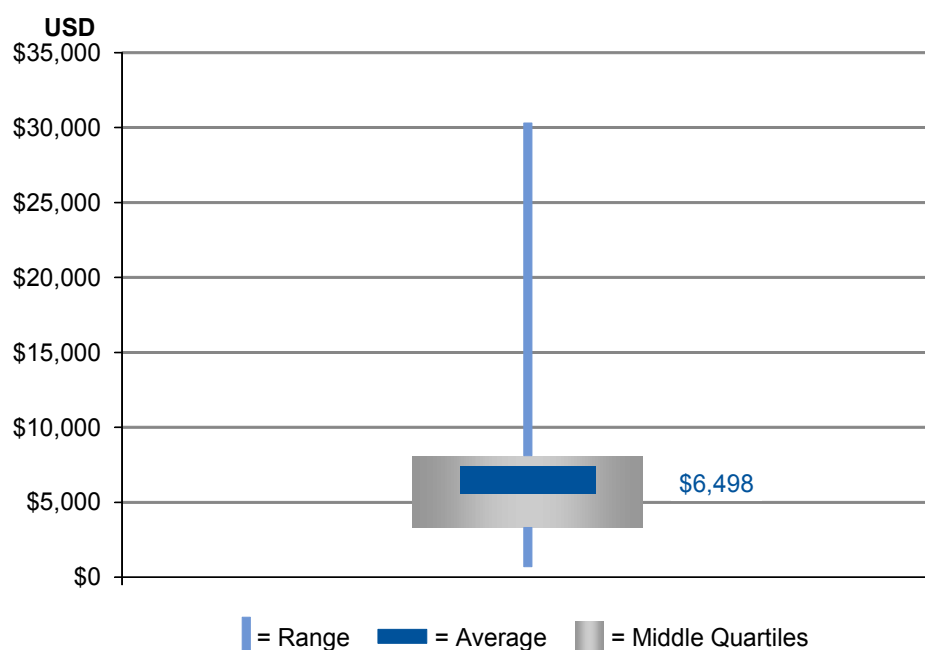
Company employee count is defined as:

"The count of employees (i.e., head count, excluding enterprise contractors and consultants), regardless of whether these employees are frequent users of the technology supported by the IT organization. This includes full-time and part-time employees, or as reported in the public record."

This measure helps to establish a link between IT investment and automation levels within the context of the workforce that supports revenue. Variations in this measure can represent niche-industry-specific delivery processes for service or product delivery, and, thus, should be viewed in conjunction with revenue and operating income per employee. Organizational staffing strategies and the use of contract employees can also impact this measure.

An increase in IT spending per employee is often viewed as a negative trend. However, this may not always be the case, as a decrease in employees (or a lack of increase of additional employees when business improves) can result in a higher value, simply because there is a smaller number of employees that are divided into the same or increasing IT spending size. Therefore, the overall trend may have been impacted by continuing lower levels of general employment and the fact that, in many cases, organizations have returned to profitability, but have been reluctant to increase hiring. For information-intensive enterprises, an increase in their figure for IT spending per employee may indicate a productivity improvement, due to automation or digitization.

Figure 5. Education: IT Spending per Employee



Source: Gartner IT Key Metrics Data (December 2014)

Table 5. Education: IT Spending per Employee: by Revenue Scale

<\$250M in Revenue	\$250M- \$500M in Revenue	\$500M- \$1B in Revenue	\$1B- \$10B in Revenue	\$10B+ in Revenue
\$6,067	\$8,553	\$5,930	\$6,018	N/A

Source: Gartner IT Key Metrics Data (December 2014)

IT Full-Time Equivalentents as a Percent of Employees

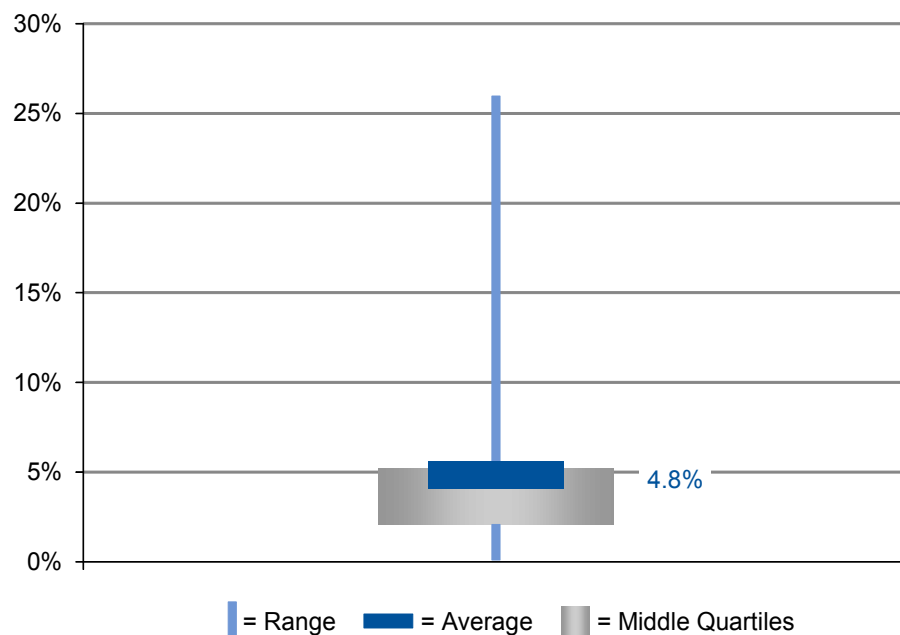
IT FTEs as a percent of employees is a key measure of IT support and IT intensity from a human capital perspective.

We define an IT FTE as follows:

"An IT FTE represents the logical staff to support functions performed by the physical staff, measured in calendar time. This includes all staffing levels within the organization, from managers and project leaders to daily operations personnel. This also includes insourced FTEs and contract FTEs. However, this excludes the staff of a third-party vendor (for example, IT outsourcing), which is not operationally managed by the in-house staff, but rather is managed by the vendor."

Understanding the relative level of IT staff dedicated to supporting the business can also assist in identifying whether the staff size is appropriate. This should be considered within the context of the overall enterprise sourcing strategy and future-state objectives. Variables to consider in tandem with this metric include IT staffing distribution, contract versus insourced FTEs, and IT outsourcing as a percent of IT spending, as well as the enterprise sourcing strategy — Does the total employee count accurately represent the organization's workforce that is supported by IT? Do you have the ability to track the total number of internal users supported by IT?

Figure 6. Education: IT FTEs as a Percent of Employees



Source: Gartner IT Key Metrics Data (December 2014)

Table 6. Education: IT FTEs as a Percent of Employees: by Revenue Scale

<\$250M in Revenue	\$250M- \$500M in Revenue	\$500M- \$1B in Revenue	\$1B- \$10B in Revenue	\$10B+ in Revenue
5.1%	6.6%	3.5%	3.8%	N/A

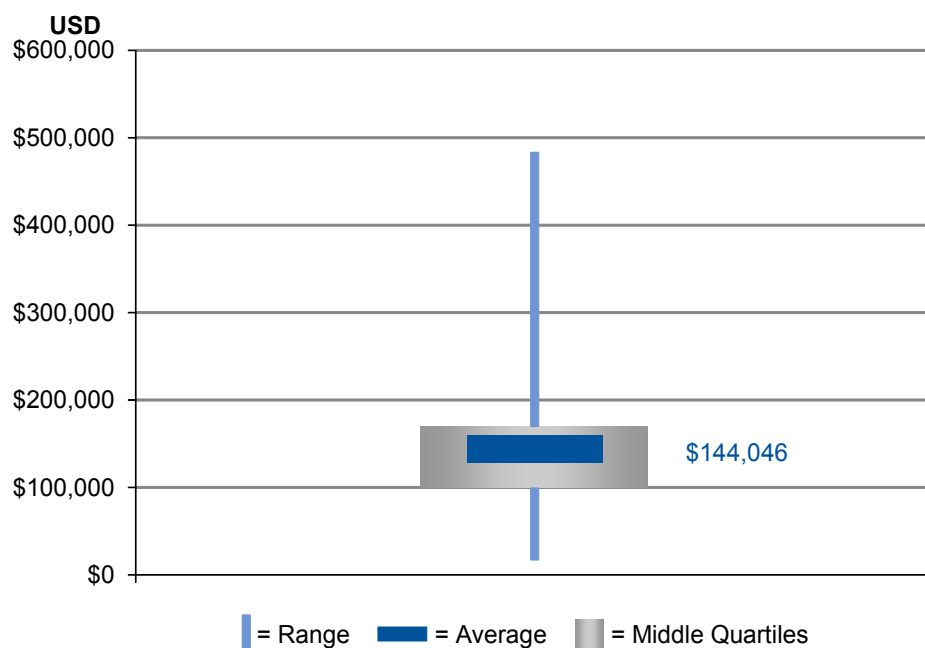
Source: Gartner IT Key Metrics Data (December 2014)

Business Productivity Ratios

Revenue per Employee

Revenue per employee can help determine employee productivity in terms of revenue generation intensity. This measure is typically influenced by company business model and staffing strategy. Those enterprises that are highly labor intensive operations tend to generate a lesser amount of revenue per individual as compared to those enterprises who are highly automated. Effective and efficient uses of IT enable business processes to be streamlined, thus increase the level of employee productivity in terms of business results. While revenue may represent top line business results, it does not represent an organization's ability to generate income. This measure should be considered within the context of the enterprise operating model which drives operating income and profit margin as well as within the context of the total workforce strategy.

Figure 7. Education: Revenue per Employee



Source: Gartner IT Key Metrics Data (December 2014)

Table 7. Education: Revenue per Employee: by Revenue Scale

<\$250M in Revenue	\$250M- \$500M in Revenue	\$500M- \$1B in Revenue	\$1B- \$10B in Revenue	\$10B+ in Revenue
\$131,981	\$148,885	\$140,298	\$181,827	N/A

Source: Gartner IT Key Metrics Data (December 2014)

Operating Income per Employee

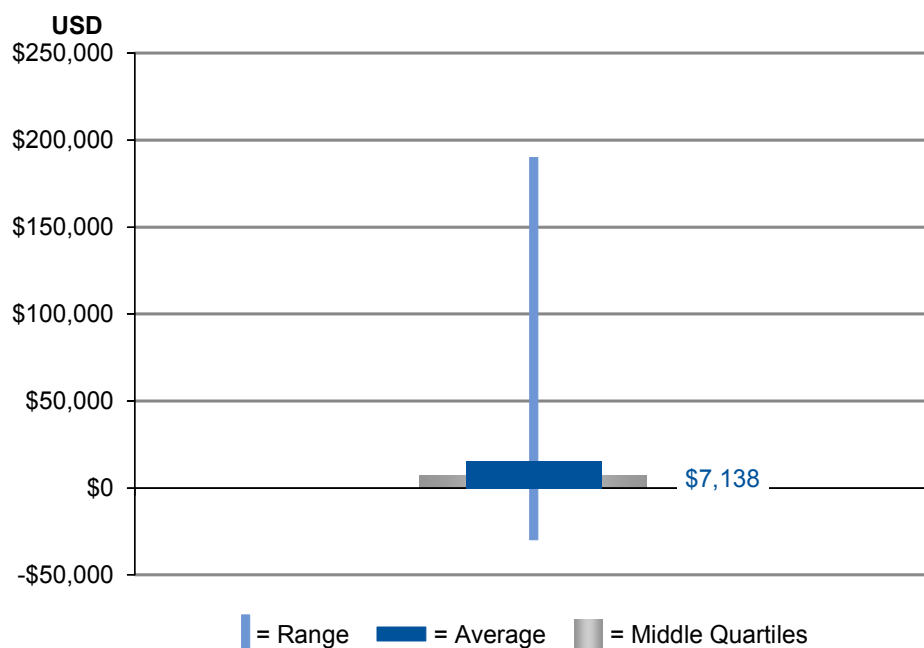
Operating income per employee is often employed as a measure of cost efficiency and productivity at an enterprise level.

Operating Income is defined as:

- Revenue minus business operational expenses

Operating income is a measure of a firm's profitability, which excludes interest and income tax expenses. By linking this measure to the workforce and associated IT investments to improve workforce processes (productivity), organizations can effectively communicate efficient uses of IT investment with regards to change in the level of operating income generated by the workforce.

Figure 8. Education: Operating Income per Employee



Source: Gartner IT Key Metrics Data (December 2014)

Table 8. Education: Operating Income per Employee: by Revenue Scale

<\$250M in Revenue	\$250M- \$500M in Revenue	\$500M- \$1B in Revenue	\$1B- \$10B in Revenue	\$10B+ in Revenue
\$5,591	\$17,370	\$4,055	\$3,944	N/A

Source: Gartner IT Key Metrics Data (December 2014)

Profitability

Profitability is a measure of enterprise cost efficiency and can help outline an enterprise's position relative to industry as it is often related to investment patterns.

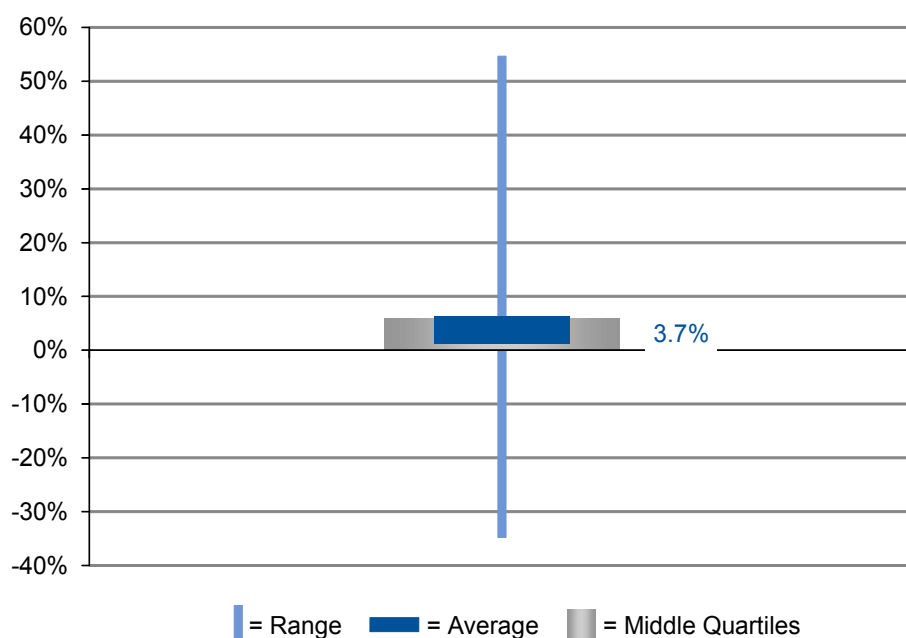
Profitability is defined as:

- Operating Income as a percent of Revenue

Also referred to as "Profit Margin," this financial measure aids in understanding the effective use enterprise resources (expenses and associated costs) as compared to the enterprise's ability to generate earnings. Looking at only revenue to reflect business results may be misleading as operating expenses can move in sync or even faster than revenue in a given period of time. Profitability, based on an income statement, provides a fundamental measure of an organization's business success in terms of relative health as well as efficient and effective use of resources.

By linking and tracking IT investment levels alongside profitability levels, IT organizations may be more able to effectively communicate IT's enablement of future business success. To get beyond an arbitrary view of allocated costs and aggregated profitability, an organization needs to collect and analyze data at the individual customer, product or supplier level. Although there is sufficient rigor and accuracy in the derivation and production of consolidated financial statements, the data is often too abstract or aggregated to provide a true picture of where underlying costs are incurred and where true profit is generated.

Figure 9. Education: Profitability



Source: Gartner IT Key Metrics Data (December 2014)

Table 9. Education: Profitability: by Revenue Scale

<\$250M in Revenue	\$250M- \$500M in Revenue	\$500M- \$1B in Revenue	\$1B- \$10B in Revenue	\$10B+ in Revenue
3.3%	5.0%	1.1%	6.7%	3.3%

Source: Gartner IT Key Metrics Data (December 2014)

IT Resource Distributions

Up to this point, the figures have shown spending and staffing trends overall, without distinguishing between the strategic, financial or operational categories that compose them. Through these categories, you can draw conclusions about critical investment areas, key investment themes and competitive spending and staffing levels.

IT Operational Versus Capital Spending

IT operational versus capital spending helps to portray the IT investment profile for an organization in a given year.

IT operational expense is defined as:

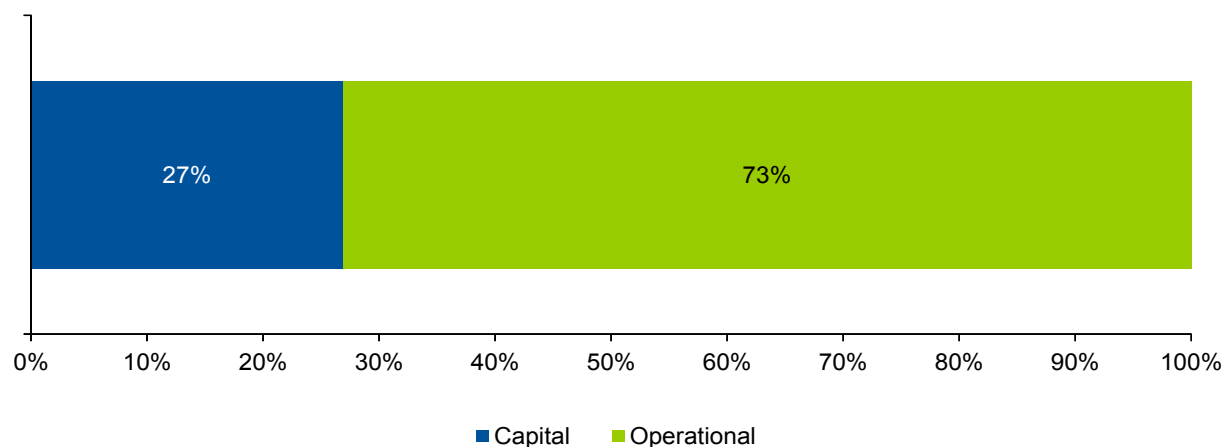
"The total day-to-day operations and maintenance expenses for this fiscal year that have not been capitalized. These do not include any amortization and depreciation expenses."

IT capital spending is defined as:

"The total capitalized IT spending for the fiscal year (that is, the full value of capitalized assets acquired in the fiscal year). This includes investments in new application development and IT infrastructure."

This information is typically available in most accounting or IT finance departments, and, thus, it may be easy to obtain year over year. This metric can provide visibility into the cyclical nature of capital investments (such as hardware, software and large service contracts) compared with recurring operational expenses (such as personnel, facilities and maintenance expenses). The challenge is in leveraging this information to communicate the linkage between IT investment and business results, because it is a traditional accounting view of IT cash flow and does not highlight how IT investment enables improved business performance.

Figure 10. Education: IT Operational vs. Capital Spending



Source: Gartner IT Key Metrics Data (December 2014)

Strategic IT Spending Categories: IT Spending to Run the Business, IT Spending to Grow the Business and IT Spending to Transform the Business

The distribution of IT spending to run the business, grow the business and transform the business provides a view of the IT investment profile to support business performance. In some industries, it is not uncommon to see a high "run" focus — typically because organizations in the industry are not

planning strong changes in business model growth or high organic growth — which often translates into a more "cost center" role for IT in the industry or niche sector.

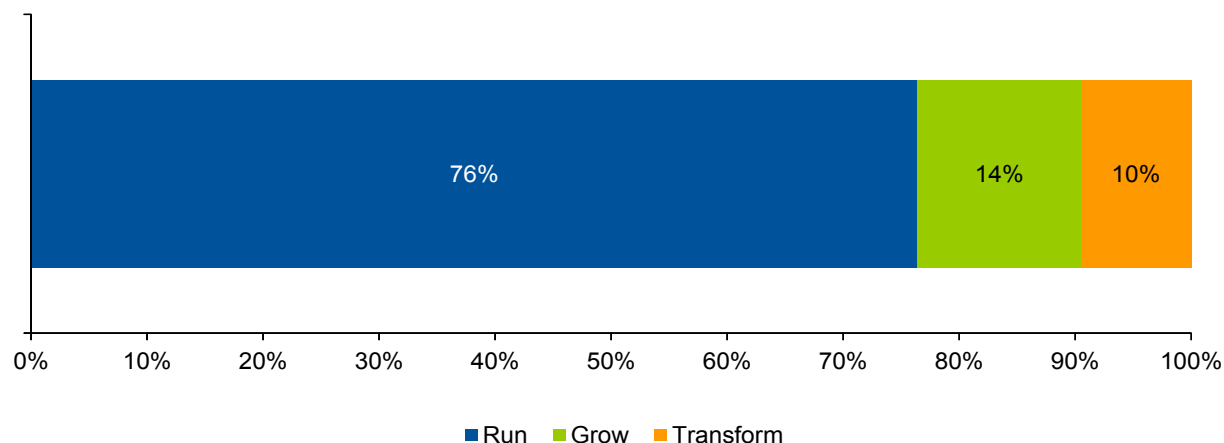
Classifying IT spending into categories that show impact on business outcomes or success can aid alignment and quantify underinvestment in IT. Gartner uses the following portfolio spending categories and defines them as follows:

- **Run the business:** This is an indicator of how much of the IT resource is consumed and focused on the continuing operation of the business. It includes all nondiscretionary expenses as part of the run-the-business cost.
- **Grow the business:** This is an indicator of how much of the IT resource is consumed and focused on developing and enhancing IT systems in support of business growth (typically organic growth). Discretionary investments are more likely to be included in the grow-the-business or transform-the-business cost.
- **Transform the business:** This is an indicator of how much of the IT resource is consumed and focused on implementing technology systems that enable the enterprise to enact new business models. This is very much a "venture" category and would be represented by activities such as a brick-and-mortar retailer moving to online shopping, a traditional bank offering online banking (or moving into offering insurance services), or a commercial airline offering new freight services.

Gaps in business alignment can be found by examining IT spending as it relates to the day-to-day operations of a business (run), the organic growth of the business or productivity improvement (grow) and its support of major business transformation, new products, services or business models (transform).

A common misconception with this measure is that an IT initiative that may transform the IT organization, such as data center modernization or virtualization, should be classified as a "transform the business" investment. While these IT initiatives do transform the IT organization, they should primarily be classified as "run the business" investments because they support pre-existing IT services. IT transformation often leads to new business process improvements that enable the business to grow or build new revenue streams. Therefore, these costs would need to be evaluated and distributed based on IT service and business performance. The run, grow and transform business framework should always be viewed in business terms with respect to how IT will enable the business to grow or transform revenue, operating income and/or profit margins.

Figure 11. Education: IT Spending to Run, Grow and Transform the Business



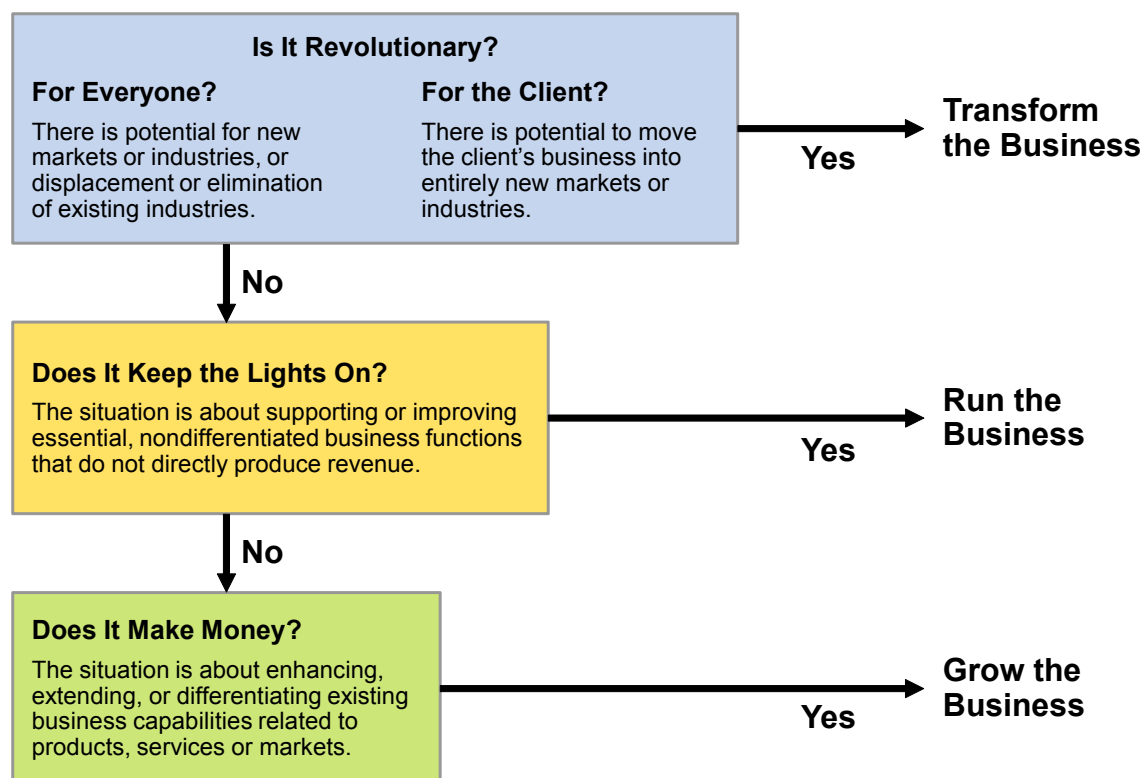
Source: Gartner IT Key Metrics Data (December 2014)

Determining the Business Context for Value

As organizations leverage the run-the-business, grow-the-business and transform-the-business concepts at a macro level, Gartner has found it helpful to define various IT investments (and portions of investments) with the same basic framework to illustrate the projected impact at the individual IT initiative and project levels.

With a basic understanding of the framework, as outlined here, organizations can apply the decision tree to select the category that best describes business value for their IT initiatives.

Figure 12. Business Value Category Decision Tree



Source: Gartner (December 2014)

Identifying Value in Each Category

When looking to map individual IT initiatives to the run the business, grow the business and transform the business framework, consider the following points of view:

- **Run the Business:** In most run-the-business cases, the basic function is essential to staying in business, and the need for the function is not at issue. Price/performance is the real issue. Don't justify the need for the organization to have paychecks or to track expenses. The value statements need to justify:
 - The investment in terms of price/performance
 - Changing over to electronic paychecks to increase accuracy and eliminate rework
 - Outsourcing expense management to lower monthly support costs
 - Server upgrades to eliminate unplanned downtime
- **Grow the Business:** Think through the whole value chain. For example, a capability that enables a reduction in the product development cycle time equates to more new products to market faster, which can lead to more revenue and/or market share. As in this example, construct the value argument from measurable operational improvements and a plausible set of

value chain connections, instead of directly forecasting financial benefit. Stakeholders must see how the business value is generated to properly understand the opportunity.

- **Transform the Business:** These opportunities make the world in which the organization operates a different place. To discuss value, a picture must be painted of how the world will be different. At the industry level, describe who will win or lose, how and why. At the market level, describe what makes the market new or different, and what new rules will separate winners from losers. At the enterprise level, describe what the bet is: What is at risk for the client (starting with the entire investment and possibly including the entire company — for example, Motorola bet and lost \$26 billion on the Iridium project), and what can be gained? Apple, on the other hand, invested in iTunes (a Web-based service), and, thus, created not only a new revenue model with an online storefront, but also a new platform to catapult and transform its product set (as well as the market) in terms of the disruptive technologies behind its iPod, iPhone and iPad.

The Link to Strategy

The run-grow-transform framework is a starting point for the overall process of describing, forecasting and measuring IT value. Gartner believes that the initial language and metrics used for business value are critical success factors in the organization's ability to make good IT investment decisions. For organizations that are looking for best practice, consider linking individual IT services to individual business process performances in a causal chain. For more information, see "A Simple Framework to Translate IT Benefits Into Business Value Impact"; this document has been archived; some of its content may not reflect current conditions.

IT Spending Distribution: Hardware, Software, Personnel and Outsourcing, 2014

The distribution of spending between hardware, software, personnel and outsourcing costs can show the dynamics of IT investments. For the purpose of this research, personnel includes occupancy/facilities costs.

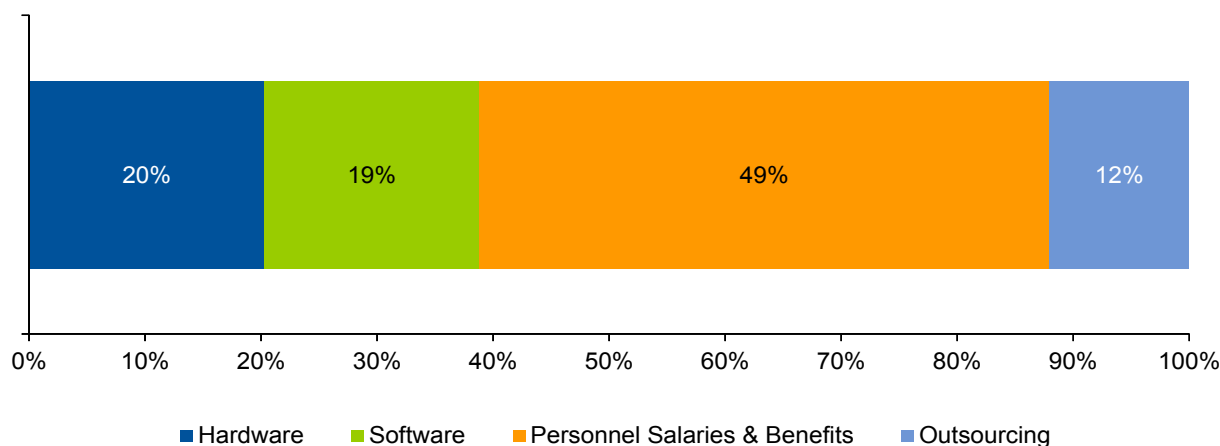
The definitions of each category are as follows:

- **Hardware Expenses:** These include all hardware expenses described in the [IT spending/budget](#) definition.
- **Software Expenses:** These include all software expenses described in the [IT spending/budget](#) definition.
- **Personnel Expenses:** These include:
 - **Salary and Benefits Expenses:** These should include salary (including overtime pay), benefits and "other" employee costs, such as travel and training for all IT FTEs. The "benefit load" should include costs for bonuses, paid holidays, vacations, medical/dental coverage, life and accident insurance, retirement plans, stock plans, disability, Social Security, unemployment compensation, dependent care, tuition reimbursements and employee assistance programs (for example, physical exams, exercise programs and similar costs).

- **Occupancy/Facilities Expenses:** These include fully burdened costs for the facilities being used by the staff that supports the enterprise. Some examples include office space, furniture, electricity, maintenance, property taxes, security and office supplies. Occupancy costs for space dedicated to IT functions, such as the data center (including power/heat management and raised floors), are also included.
- **Outsourcing Expenses:** These include the fees for third-party or outsourcing contracts in which "outsourcing" is defined as "any situation in which the full operational responsibility for IT services is completely handed over to an external service provider (for example, print, maintenance, procurement, system management and equipment)." This includes outsourced transmission services/expenses.

This measure can be helpful in adding context to the IT investment strategy from a sourcing perspective, in terms of accounting-based resources that may be insourced (for example, IT hardware, software, personnel and occupancy/facilities costs) versus services delivered by a third party (for example, outsourced services and data/voice transmission costs). As an organization increases or decreases the level of third-party/outsourced services, it may find an inverse effect in its associated personnel, hardware and/or software expenditures, depending on the scope of third-party services retained and on business requirements. The cyclical nature of capital investments in IT hardware and software may also play a significant role in an organization's IT spending outlay during a given year.

Figure 13. Education: Distribution of IT Spending on Hardware, Software, Personnel, Outsourcing



Source: Gartner IT Key Metrics Data (December 2014)

Distribution of IT FTEs: Insourced Versus Contractor, 2014

The distribution of IT FTEs (insourced versus contractor) can help provide a view of the IT staffing strategy.

Insourced IT FTEs are defined as:

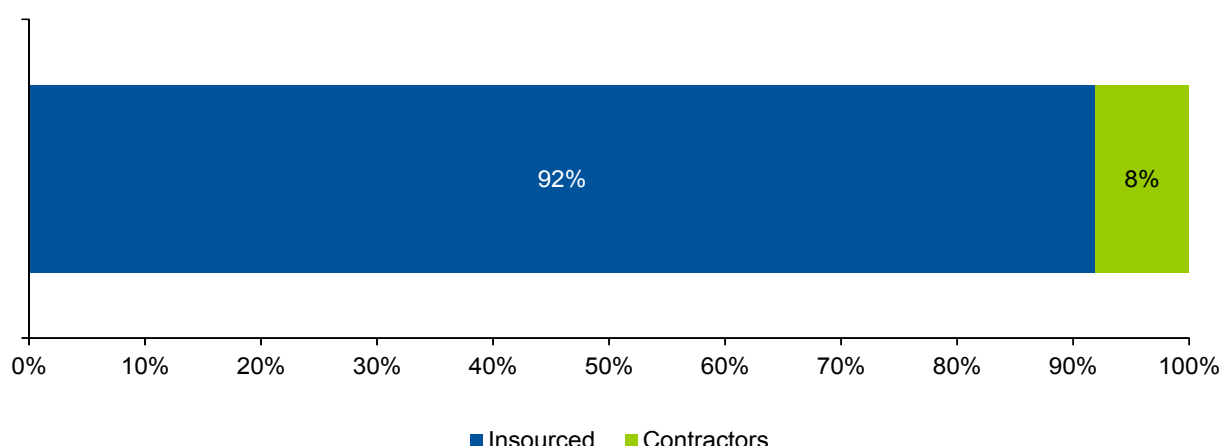
"FTEs who are employed by the IT organization (excluding contractors and consultants). These include all full-time and part-time employees supporting the IT environment, as defined by [IT spending/budget](#)."

Contract IT FTEs are defined as:

"Contract FTEs (contractors) who are supplemental to your staff and are "operationally" managed by the in-house staff. These include all full-time, part-time and temporary contractors supporting the IT environment, as defined by [IT spending/budget](#)."

IT contract labor or contractor usage can be an effective approach to maintaining flexibility and agility when business conditions are changing. However, keeping contractors for extended periods can be costly and limit process standardization.

Figure 14. Education: Distribution of IT FTEs: Insourced vs. Contractor



Source: Gartner IT Key Metrics Data (December 2014)

Distribution of IT Resources by IT Functional Area

The distribution of IT cost by IT functional area provides a view of key IT resource consumption in the context of the overall IT portfolio:

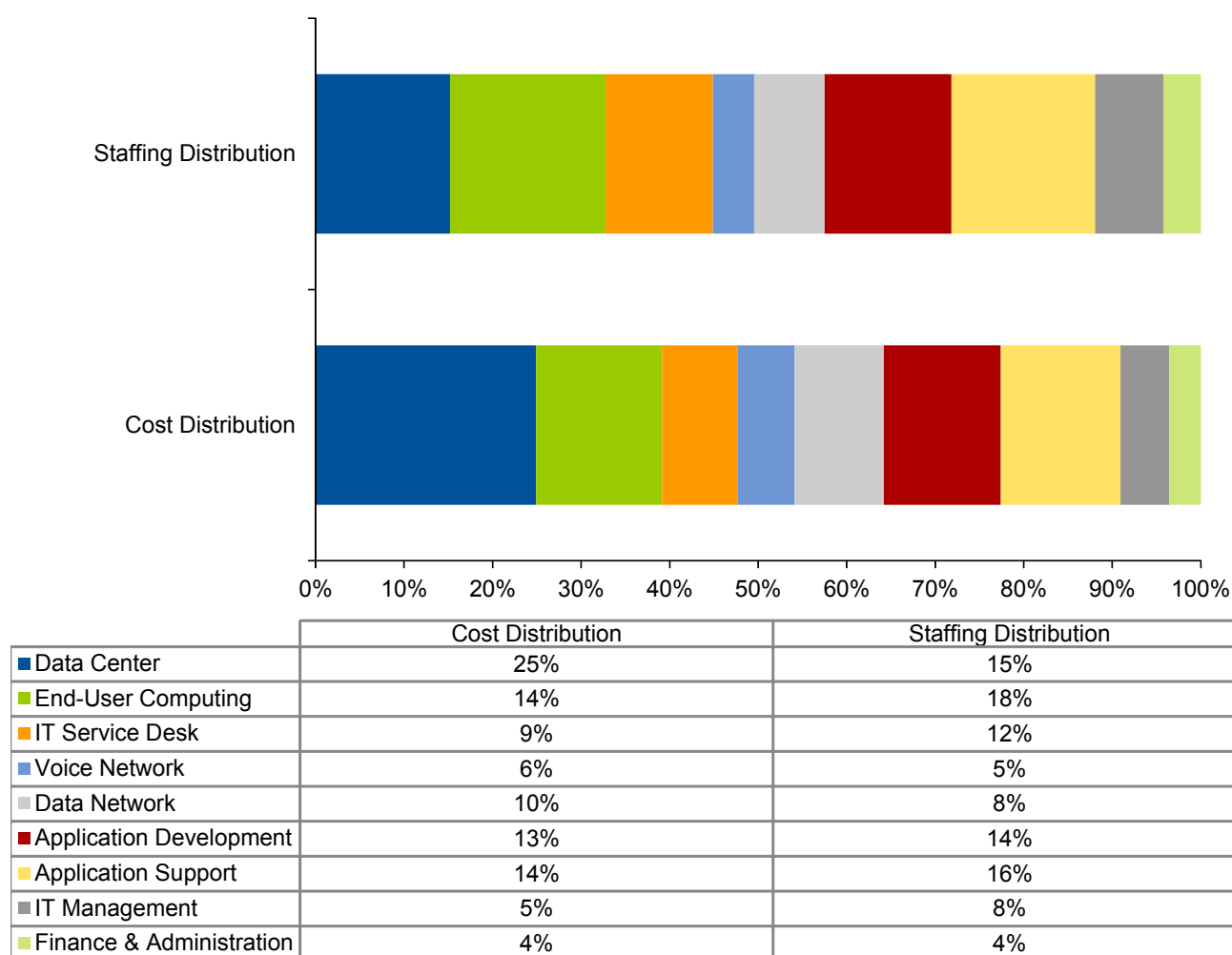
- Definitions for the [IT Functional Area Framework](#) are defined below.
- This distribution is different from all the previous metrics because it represents an annual "expense view" of IT costs, which includes depreciation and amortization, as well as the current year's operational, lease and maintenance expenses. However, this view excludes the full capital expense outlay of the given year, to reflect the total annual cost of the IT environment.

The distribution of IT expenses into these categories helps to define the relative level of IT resources required per year to support the technology environment portfolio. This is often leveraged in tandem with IT resource planning exercises, wherein annual cost and staff resource allocations can be viewed in terms of IT infrastructure (data center, end-user computing, IT service desk, data network and voice network) versus applications (application development and application support) versus IT

overhead (IT management, IT finance and IT administration). While this measure is helpful in identifying relative volumes of IT resource consumption by IT functional area, as compared to industry, it does not aid in identifying whether resources are being leveraged in a cost-effective or productive manner.

By viewing human resources (IT FTEs) within the context of the total portfolio, organizations are able to identify which environment is the most labor-intensive as a percent of the IT labor pool. Typically, application activities (development and support) demand the most resources from both cost and staffing perspectives. The degree to which an organization outsources should be considered alongside such staffing metrics.

Figure 15. Education: Distribution of IT Cost and Staffing by IT Functional Area



Source: Gartner IT Key Metrics Data (December 2014)

To better understand IT functional area cost-efficiency levels, Gartner recommends evaluating individual IT functional area annual costs compared with the workload supported, within the context of service levels, complexity, demand and scale. For more information on cost measures by IT functional area, see Gartner's various IT Key Metrics Data: Key Infrastructure Measures research (which is cited throughout this report and in the [IT Functional Area Framework](#) section).

IT Functional Area Framework

The following sections provide guidance on how to count costs and FTE numbers, as defined by the scope of the IT functional area framework/chart of accounts. This includes costs associated with the operation, lease, maintenance, and depreciation of hardware, software, connectivity, disaster recovery, occupancy/facilities and personnel to support the environment as defined below.

Data Center

Note: Data center (enterprise computing and storage) includes mainframe, Linux, Unix and Windows servers, storage, and any other platform running in the data center.

Hardware

- Processing devices: Include all hardware in server platform configurations, including internal disk storage, controllers, external disk arrays, tape libraries, optical jukeboxes, processors, memory, cards and other offline media supplies.

Software

- Annual costs for host and virtual OS licenses, virtualization and partitioning software, utilities, databases, middleware, content/document management search engines, messaging, communications (TCP/IP, FTP and host-based) and server security software.

Connectivity

- Intra-data-center connectivity: This typically includes routers, switches, load balancers, controllers and appliances. Data center communication networks are dedicated networks that are segregated or isolated from the general-purpose LANs or WANs. General-purpose or shared network costs are excluded from the data center and should be allocated to the data network.
- Inter-data-center connectivity: This typically includes the transmission cost and hardware cost for the fiber, used and unused (dark fiber), and the switches and controllers. Data center remote communication networks are dedicated networks that are segregated or isolated from the general-purpose LAN or WAN. General-purpose or shared network costs are excluded from the data center and should be allocated to the data network.

Disaster Recovery

- Includes disaster recovery contracts (compute and communications) for hot sites (shell facilities), dedicated hardware, software and connectivity.

Facilities/Occupancy

- Costs for power/heat management, furniture, access systems, office space, raised floor and / or slab using overhead cable trays etc.

Personnel

- Operations/maintenance, engineering technical services, planning and process management, service administration, management and administration, and facilities management.

For more detailed information, see "IT Key Metrics Data 2015: Key Infrastructure Measures: Mainframe Analysis: Current Year," "IT Key Metrics Data 2015: Key Infrastructure Measures: Linux Server Analysis: Current Year," "IT Key Metrics Data 2015: Key Infrastructure Measures: Unix Server Analysis: Current Year," "IT Key Metrics Data 2015: Key Infrastructure Measures: Windows Server Analysis: Current Year" and "IT Key Metrics Data 2015: Key Infrastructure Measures: Storage Analysis: Current Year." (Access to these documents is dependent on your level of Gartner subscription.)

End-User ComputingHardware

- User client and peripheral hardware: desktop, laptop, thin-client and tablet PCs, personal and shared printers, multi-functional printers (MFPs or MFDs), handheld devices such as smartphones, and messaging devices. Transmission costs for these devices are excluded and should be allocated to the data network.
- IT management hardware: This encompasses hardware that primarily supports an IT process, not a business or user process. Examples are test and training devices, servers hosting network and system management (NSM) or asset management software, and devices used by the IT staff supporting the end-user computing environment. This also includes supporting a hosted virtual desktop (HVD) installation.

Software

- User client software.
- Personal productivity and database: This includes new word processors, spreadsheets, presentation packages, personal databases and other personal productivity software executing on client systems. It also includes upgrades.
- Messaging and groupware: This includes new and upgraded email, groupware and collaboration software.
- IT Management Software: This includes IT software that is used exclusively for IT functions including network, systems, storage and asset management, training and computer-based training (CBT) software as well as security software (antivirus, personal firewall, encryption, etc.). This also includes supporting a hosted virtual desktop (HVD) installation.

Disaster Recovery

- Annual costs of hardware, software, connectivity, occupancy and contracts specifically dedicated to disaster recovery for end-user computing.

Occupancy

- Occupancy costs should include fully burdened costs for the facilities being used by the staff supporting the end-user computing environment. Some examples include office space, furniture, electricity, maintenance, property taxes, security and office supplies.

Personnel

- Operations/maintenance, engineering technical services, planning and process management, service administration, management and administration.

For more detailed information, see "IT Key Metrics Data 2015: Key Infrastructure Measures: End-User Computing Analysis: Current Year." (Access to this document is dependent on your level of Gartner subscription.)

IT Service Desk

Hardware

- PBX, ACD, interactive voice response, computer-telephony integration, IT service desk end-user computing devices, and IT service desk application servers.

Software

- This includes all software that is necessary to operate the IT service desk, such as expert knowledge tools, problem management tools, quality monitoring, self-service, workforce management software, workflow management software and IT service desk management portal software.

Occupancy

- Occupancy costs should include fully burdened costs for the facilities being used by the staff supporting the IT service desk environment. Some examples include office space, furniture, electricity, maintenance, property taxes, security and office supplies.

Transmission

- Includes inbound 800 service, dedicated trunking, local service, outbound long distance, Internet access (for example, IT service desk portal) and networking between IT service desks.

Disaster Recovery

- Annual costs of hardware, software, connectivity, occupancy and contracts specifically dedicated to disaster recovery for IT service desk.

Personnel

- IT service desk agents, operations/maintenance, engineering technical services, planning and process management, service administration, management and administration.

For more detailed information, see "IT Key Metrics Data 2015: Key Infrastructure Measures: IT Service Desk Analysis: Current Year." (Access to this document is dependent on your level of Gartner subscription.)

Voice Network

Note: Total voice network includes voice premise technology and wide-area voice network costs, as well as dedicated cellular (mobile) voice network costs.

Hardware

- Wide-area voice network hardware: Switching and routing, as well as terminating hardware. Terminating hardware includes microwave, satellite, compression, multiplexer/channel bank, PBX network interface card and channel service unit/data service unit (CSU/DSU).
- Voice premise: Telephone system equipment (such as voice switch/server and peripherals, including modules and uninterruptible power supply [UPS]), premise system phones (voice only; smartphones such as BlackBerry, iPhone and Android-based devices are excluded and should be allocated to the end-user computing environment), voice mail hardware (for example, processors and storage) and message authentication control (MAC) materials.
- IT management (network operations center [NOC]): This includes hardware that is located within a client's NOC and is used to support a client's centrally managed voice infrastructure/network. This includes client devices (PCs on NOC desktops) as well as servers (NOC), located within the NOC or elsewhere, but used primarily by the NOC to support the voice network infrastructure. The costs for these client devices/servers may need to be prorated between voice and data services, depending on a client's NOC environment.

Software

- Switch/voice server and peripherals (e.g., automatic call distribution [ACD], voice response unit [VRU]) and voice mail software costs.
- IT management (NOC): Software used by the NOC primarily to support/manage a client's voice networks. The costs for this software may need to be prorated between voice and data services, depending on a client's NOC environment.

Transmission

- Includes all outbound and inbound transmission costs. It also includes the annual cost for local central office lines (where applicable) as well as cellular (mobile) voice only transmission costs.

Disaster Recovery

- Disaster recovery contracts (communications) for hot sites (shell facilities), dedicated hardware, software, and connectivity.

Occupancy (For Personnel Only)

- Occupancy costs should include fully burdened costs for the facilities being used by the staff supporting the voice network service. Some examples would include office space, furniture, electricity, maintenance, property taxes, security and office supplies. Occupancy for hardware (for example, closet space) is specifically excluded (that is, occupancy costs should apply only to the people supporting a client's voice network).

Personnel

- Operations/maintenance, engineering technical services, planning and process management, service administration, management and administration.

For more detailed information, see "IT Key Metrics Data 2015: Key Infrastructure Measures: Voice Network Analysis: Current Year," "IT Key Metrics Data 2015: Key Infrastructure Measures: Wide-Area Voice Network Analysis: Current Year" and "IT Key Metrics Data 2015: Key Infrastructure Measures: Voice Premise Technology Analysis: Current Year." (Access to these documents is dependent on your level of Gartner subscription.)

Data Network

Note: Data network includes WAN, LAN and Internet access services (IASs), as well as dedicated cellular (mobile) data network costs:

- WAN: Connectivity and transmission of business-critical data between enterprise locations and business partners
- LAN: Accounts for the provisioning of communications and connectivity to critical business systems within enterprise sites and campuses (Note: Costs associated with permanent building cabling, horizontal and vertical, are excluded. Likewise, costs for any interbuilding cabling — copper and/or fiber — that would be found on a campus are also excluded.)
- IAS: Enterprise access to the global Internet, for the use of its personnel and for the use of its external customers to access enterprise websites

Hardware

- Security hardware: Dedicated data network firewall hardware/servers, intrusion/detection servers and devices, as well as encryption hardware.
- NOC hardware: This includes hardware that is located within a NOC to support a centrally managed data network infrastructure/network. This includes test equipment and remote monitoring equipment, client devices (PCs on NOC desktops) and network management servers (NOCs).
- Switching, routing and wireless hardware, including switches and routers, multiplexers, satellite equipment, boundary (branch) routers, backbone routers and bridges, and wireless access points.

- Other dedicated data network hardware, including Domain Name System (DNS) and Dynamic Host Configuration Protocol (DHCP) servers, optimization equipment such as Internet load-balancing hardware, UPS, MAC hardware and MAC cable (closet to desktop).
- Some of this may need to be prorated between the voice and data network.

Software

- Security software: Dedicated data network firewall software, intrusion/detection software as well as encryption software.
- NOC software: All NSM software costs related to the NOC's support of the data network infrastructure/network.

Transmission

- Annual data network transmission costs, such as carrier digital services including Frame Relay access, ports and PVCs (Permanent Virtual Circuits), ATM (Asynchronous Transfer Mode) access, ports and PVCs, MPLS (Multiprotocol Label Switching) access, ports, and CARs (Committed Access Rates) which also includes specific charges for Quality of Service (QoS) commitments, sometimes referred to as traffic shaping, T3/E3, dial backup service, Synchronous Optical Network (SONET), metropolitan Ethernet, and dark fiber, as well as annual cost for circuits connected to the Internet service provider. and cellular (mobile) data transmission costs.

Disaster Recovery

- Disaster recovery contracts (communications) for hot sites (shell facilities), dedicated hardware, software, and connectivity.

Occupancy (For Personnel Only)

- Fully burdened costs for the facilities being used by the staff supporting the data network. Some examples include office space, furniture, electricity, maintenance, property taxes, security and office supplies.

Personnel

- Operations/maintenance, engineering technical services, planning and process management, service administration, management and administration.

For more detailed information, see "IT Key Metrics Data 2015: Key Infrastructure Measures: Data Network Analysis: Current Year," "IT Key Metrics Data 2015: Key Infrastructure Measures: Wide-Area Data Network Analysis: Current Year" and "IT Key Metrics Data 2015: Key Infrastructure Measures: Local-Area Data Network Analysis: Current Year." (Access to these documents is dependent on your level of Gartner subscription.)

Applications

Application Development

- New code for a new application and functional enhancements to the current code that take more than two person-weeks, or that typically add eight function points or more. A "functional enhancement" is defined as "a change made for a user that allows additional capabilities (from a business point of view) that were not there before. In some environments, major enhancements can actually be added in less than two person-weeks. If this is the case, and eight function points or more are added (about 800 lines of COBOL or 300 lines of a database language), then this is still categorized as development

Application Support

- Bug fixes of any size or duration, maintenance of hard-coded data or tables (including field size changes) embedded within the programs (any size or duration), and functional enhancements to current code that take less than two person-weeks and typically add fewer than eight function points, or any project that produces no new business functionality for the user.
- A "functional enhancement" is defined as "a change made for a user that allows additional capabilities (from a business point of view) that were not there before." In some environments, major enhancements can actually be added in less than two person-weeks. If this is the case, and eight function points or more are added (about 800 lines of COBOL or 300 lines of a database language), then this is categorized as development rather than support.

Hardware

- This includes only hardware (mainframes, servers, end-user computing devices) used by the application development or support staff members to do their jobs (that is, client devices as well as servers and a portion of the mainframe used for application development and testing). This excludes end-user or production hardware.

Software

- Development and support software required by the application development and support staff members to do their jobs. It may include the languages/compilers/databases, development/testing tools and IT management software tools, such as project estimators and project schedulers.
- Business functionality software: For application support, this includes the maintenance cost of off-the-shelf vendor packages, as well the annualized cost of the software.

Occupancy

- Fully burdened costs for the facilities used by the development or support staff and included in this analysis view. Some examples would include office space, furniture, electricity, maintenance, property taxes, security and office supplies.

Personnel

- Application development: This includes staff involved in developing new applications, enhancing existing applications, installing new packages and installing major functional enhancements to existing packages.
- Application support: This includes staff involved in supporting applications that exist within the current portfolio. It also includes personnel who are responsible for fixing programming problems uncovered when applications are running in production. It does not include any personnel who are responsible for running the production applications. If an upgrade for a packaged application primarily contains fixes for existing problems, then the efforts involved in installing such a maintenance upgrade are included in application support.

For more detailed information, see "IT Key Metrics Data 2015: Key Applications Measures: Cost and Staff Profile: Current Year," "IT Key Metrics Data 2015: Key Applications Measures: Application Development: Current Year" and "IT Key Metrics Data 2015: Key Applications Measures: Application Support: Current Year." (Access to these documents is dependent on your level of Gartner subscription.)

Corporate IT Management

Only include functions that are at a level within the IT organization that, after best effort, cannot be allocated to an IT functional area.

Office of the CIO/CTO

- This includes the "C-level" IT management, including the CIO and CTO functions. Also included here are the direct reports of the CIO, who spend the majority of their time providing enterprise-wide support other than the functions outlined below (that is, special projects).

IT Human Resources

- This includes resources dedicated to human resource issues surrounding the recruiting and retention of IT staff.

IT Marketing

- This includes resources dedicated to marketing the capabilities of the IT organization to the business units.

Technology Planning and Process Management

- This includes activities related to the planning for and management of current and future technology needs, and the establishment of policies and processes relating to technology. This also includes, but is not limited to, systems research, product management, technology evaluation and purchase decision making, the establishment of processes surrounding security and virus protection, and business continuity/recovery.

Disaster Recovery

- This includes resources dedicated to planning, testing and implementing contingency procedures across all IT functions. This also includes the staff dedicated to safeguarding the enterprise's ability to continue operations of vital business functions following physical damage or other catastrophes that impact business facilities. Responsibilities include:
 - Maintaining disaster recovery documentation
 - Negotiating contingency site arrangements and serving as liaison with the vendor
 - Managing off-site data retention

Security

- This includes resources that oversee the development of standards and procedures for ensuring overall network and systems integrity.

IT Finance and Administration

Only include functions that are at a level within the IT organization that, after best effort, cannot be allocated to an IT functional area.

IT Administration

- This includes direct administrative and clerical support to enterprise-level IT. Positions include secretary, receptionist and administrative assistant.

Budget and Chargeback

- This area establishes the overall IT budget, monitors actual expenses versus the budget, arranges financing for purchases and performs financial reporting to other enterprise areas. Staff members also handle the operation of the chargeback system. Positions include financial analyst and chargeback administrator.

Asset Management

- **Tracking:** This area provides the administrative support for tracking systems and system components. It accounts for labor and contract costs for managing depreciation records and lease contracts, performing asset inventories (physical or automatic management), asset identification and tracking, asset database management, change recording and reconciliation. It also includes the creation and maintenance of an up-to-date record of installations, moves, adds, changes, removals and final disposal of all assets (for example, hardware, software and circuits). The record contains information for locating, assessing, auditing, troubleshooting, counting and assigning assets, or performing other technical and business functions without the need to repeatedly visit the asset location or reassemble data records. It also includes the determination of an asset's useful life, including planning for the installation, upgrade, and removal/disposal of the asset and executing the plan.
- **Procurement:** This area solicits bids, negotiates purchasing agreements, establishes purchase orders, validates vendors' bills, coordinates with accounts payable for payments and handles contract administration.

Quality Assurance

- This includes staff responsibility for monitoring, tracking and recommending solutions for improving the content and delivery of services provided by the customer service contact center.

Training

- This refers to the primary source for the delivery of training within the IT organization and for end users in the business units. This area may also prepare the training materials, evaluate employee skills and assist in the creation of custom training programs for the organization.

Conclusions

A successful IT performance measurement program communicates metrics that are important to a target audience. This remains true when communicating IT investments to the business. The metrics and benchmarks that Gartner has identified here provide a high-level view of current trends in IT by industry. They also reveal trends in business alignment, staffing, technology and outsourcing. They can be used to assist in communicating alignment with the business and in evaluating targets in key technology areas. They provide context for key business decisions and internal performance measures.

It is important to understand that the published averages are not targets, and decisions of "good" or "bad" performance should not be based on these metrics. They are indicative reference points from which to view current performance and investment levels to help you identify differences that could merit further analysis. Articulating why your organization is higher or lower than these metrics is the first step in better business alignment and the communication of IT's impact on business performance.

For more detailed metrics focused on IT infrastructure cost and performance, consult Gartner's various IT Key Metrics Data: Key Infrastructure Measures research, which can help provide more insight into IT-centric cost-efficiency and productivity metrics.

For more detailed metrics focused on IT application spending, staffing and project measures, consult Gartner's IT Key Metrics Data: Key Applications Measures research, which can help provide more insight into total application development versus support metrics.

ITKMD is a Gartner Benchmark Analytics solution that delivers indicative IT metrics in a published format as directional insight for IT organizations. This solution represents a subset of the metrics and prescriptive benchmark analysis capability that is available through Gartner Benchmark Analytics. For ongoing and more targeted analyses, Gartner Benchmark Analytics provides clients with in-depth, personalized benchmarking and customized assessments. These prescriptive, client-focused engagements are structured to identify technology performance strengths, to prioritize opportunities for IT and business optimization, and to assist in communicating IT's role in creating business value through strategy enablement and process improvement.

Related IT Key Metrics Data Research

This research is part of a set of Gartner Benchmark Analytics research pieces.

Depending on your subscription level for Gartner services, some clients have access to the Gartner ITKMD publication series from gartner.com, select "Explore," "Metrics & Tools," and "IT Key Metrics Data."

For detailed information and metrics specific to each of the IT Key Metrics Data: Key Industry Measures, see individual documents outlined in Table 1 above, or review "IT Key Metrics Data 2015: Index of Published Documents and Metrics" for a comprehensive list of all available IT Key Metrics Data 2015 research.

Table 10. ITKMD 2015: Overview Document Index

Document Title	Current Year
Executive Summary	G00265996
Small and Midsize Enterprise Executive Summary	G00265997
Resources to Review Your IT Budget Assessment	G00265998
Index of Published Documents and Metrics	G00265999
Demographics	G00266000
Surveys	G00266001
Frequently Asked Questions	G00266002
Glossary of Terms	G00266003
Definition of Industries	G00266004

Source: Gartner IT Key Metrics Data (December 2014)

Appendix: Exploring Gartner's Prescriptive Benchmark Analytics Capabilities

Gartner's consulting-based benchmark analytics capabilities deliver unbiased comparisons of IT performance relative to unique client-specific peer organizations and those considered best in class. Benchmarks can help you assess your IT organization's performance to ensure delivery of cost-effective and efficient IT services, and identify opportunities for improving performance.

Gartner Consulting led benchmarks are individually configured, project-specific benchmarks that help support such IT challenges as growth planning, charging for IT services, budget validation, mergers and acquisitions, end-user satisfaction, application rationalization, or the support of outsourced service contract evaluation. Benchmarking offers a stake in the ground, to determine where an enterprise is today, and a future road map, which shows where opportunities lie.

Gartner Benchmarking can help you:

- Plan your IT budget with relevant facts and metrics to justify your IT spending and staffing costs.
- Identify opportunities for cost optimization and investment prioritization.
- Use data to improve dialogue and align with business units and the board.
- Select the right mix of insourcing and outsourcing at fair-market prices and service levels available today.

Gartner Benchmark Analytics Select Case Studies

CIO and IT Executive Benchmarks

CIO and IT executive benchmarks evaluate performance from two perspectives: a cost and maturity assessment of critical IT competencies and IT business value. Learn more at [Gartner Consulting: For Your IT Role](#).

CIO Benchmarking Case Studies

- [CIO Wants to Move IT to a Process-Focused Delivery Model](#)
- [CIO Wants to Obtain a Better Understanding of IT Performance](#)
- [Organization Establishes a Baseline and Looks to the Future](#)
- [Organization Evaluates IT's Ability to Support the Dean's Vision](#)
- [CIO Balancing Increased Demand With Flat Resources](#)

IT Budget Benchmarking Case Studies

- [Organization Ensures Industry Competitiveness](#)
- [Organization Assesses Merger and Acquisition Activity Implications on IT Spend](#)

Consortium Benchmarking Case Studies

- [Organizations Share Best Practices](#)

Infrastructure and Operations Benchmarks

Infrastructure and operations benchmarks create a starting point in the process of helping IT organizations identify and assess all IT performance levels. Learn more at Gartner Consulting's Benchmarking: [For Your IT Challenges — Infrastructure and Operations](#).

Infrastructure and Operations Benchmarking Case Studies

- Organization Assesses IT Performance to Ensure Effectiveness and Competitiveness
- Organization Benchmarks IT Costs to Ensure Ongoing Cost-Effectiveness and Consistency With Industry
- Organization Undergoes Cost-Optimization Assessment
- Organization Creates a Foundation for Continual Improvement

Enterprise Computing Benchmarking Case Study

- Organization Benchmarks Data Center Costs to Ensure Cost-Effectiveness

End-User Computing Benchmarking Case Study

- Organization Creates Foundational Components for Increased Transparency of Services to End Users

Applications Benchmarks

Applications benchmarks are the starting point in the process to help IT organizations identify and assess application development and support performance levels. Learn more at Gartner Consulting's Benchmarking: [For Your IT Challenges — Applications](#).

Application Development and Support Benchmarking Case Studies

- Organization Ensures Competitiveness and Quality
- Organization Maintains a Foundation for Continual Improvement
- Organization Manages Stakeholders and Identifies Performance Improvement
- Organization Creates a Foundation for Continual Improvement

SAP Benchmarking Case Study

- Agency Ensures Delivery of Cost-Effective SAP Services

Sourcing and Vendor Relationship Benchmarks

Sourcing and vendor relationship benchmarks provide an accurate answer to the question, "Is this a good market price for the services being provided?" Learn more at Gartner Consulting's Benchmarking: [For Your IT Challenges — Sourcing and Vendor Relationships](#).

Market Assessment Benchmarking Case Studies

- Organization Implements Third-Party Benchmark Clause

- [Organization Wants to Execute a Global Consolidation Strategy](#)
- [Organization Accelerates Business Growth](#)

IT Service Catalog Benchmarking Case Study

- [Organization Assesses IT Service Catalog Rates to Validate Current Competitiveness](#)

Cloud as a Service Benchmarking Case Studies

- [Organization Looks to Procure Cloud Email](#)
- [Organization Evaluates Backup as a Service](#)
- [Organization Requires Third-Party Assessment of Storage as a Service Offering](#)
- [Organization Desires Unified Communications as a Service Contract Evaluation](#)

End-User Satisfaction Benchmarks

IT customer satisfaction benchmarks establish a baseline for customer satisfaction and create a road map that helps prioritize efforts to increase these levels. Learn more at Gartner Consulting's Benchmarking: [For Your IT Challenges — IT Customer Satisfaction](#).

IT Customer Satisfaction Benchmarking Case Study

- [Organization Undergoes an Assessment of End-User Satisfaction](#)
- [Agency Assesses End-User Satisfaction](#)

IT Business Effectiveness Benchmarks

IT business effectiveness benchmarks establish a baseline for IT's effectiveness in meeting business needs and identify opportunities to better align the IT organization with the enterprise for maximum results. Learn more at Gartner Consulting's Benchmarking: [For Your IT Challenges — IT Business Effectiveness](#).

Business Effectiveness Benchmarking Case Study

- [Agency Undergoes an Assessment of Business Effectiveness](#)

More information on Gartner Benchmark Analytics can be obtained by contacting your account executive, or by email: benchmarkinginfo@gartner.com.

Gartner Recommended Reading

Some documents may not be available as part of your current Gartner subscription.

"Best Practices to Drive Cost and Value Optimization in IT Management"

"The Gartner Cost Value Matrix: Assess If Cost Optimization Initiatives Balance Cost Reduction and Business Value"

"Six Ways to Drive Cost and Value Optimization for IT Operations"

"One More Time: This Is How You Express Costs in Business Value Terms"

"How to Manage the IT Budget Wisely Through Cost and Value Optimization"

"It's Time for the Next Round of I&O Cost Reductions"

"Fight IT Cost Optimization Fatigue With These Saving Strategies"

"Manage Four Views of the IT Budget"

"Use Benchmarking to Identify IT Cost Optimization Opportunities"

"Don't Settle for Average When Benchmarking IT"

"Five Principles Underpin IT Cost Optimization Success"

"IT Cost Optimization Should Be an Ongoing Discipline"

Evidence

- This research contains relevant database averages and ranges from a subset of metrics and prescriptive engagements available through [Gartner Benchmark Analytics](#) consulting-based capabilities.
- Employee, income and revenue data is based on the most recently completed fiscal year.
- Calculations were made using worldwide observations.

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