



**University at Buffalo**  
*The State University of New York*

Chief Information Officer

July 15, 2009

Dear UB IT colleague,

You've almost certainly already heard about the upcoming changes in the way IT resources and services are delivered to faculty, students and staff at UB. I want to fill in some process and details because it's important that each of you get the facts straight from me about a plan that has been initiated by UB's senior leadership and endorsed by the deans and vice presidents. At the same time, I want to know your thoughts and concerns as we move forward with implementation.

### Background

This IT reorganization is a direct result of UB2020 IT Transformation Phase I efforts to consolidate common services, derive well supported standards, develop common service delivery tools and processes, and create capacities to address UB2020 academic and research goals. Budget reductions have added a sense of urgency to our efforts to find further efficiencies and savings throughout the campus, and IT is no exception. I believe that developing an enterprise-wide model for the delivery of IT services for our faculty, students and staff will provide opportunities to improve service and reduce costs. As proof of this concept, consolidation and reorganization of IT support – which has been underway for more than a year – has resulted in opportunities for savings and efficiencies through reduction of duplication, focus on core activities, and priority setting aligned with University goals. For background information, read the Strategic Plan for Information Technology 2009-2012 at: <http://www.cio.buffalo.edu/ITStrategicPlan2009-2012.pdf>

We have completed an extensive effort to understand IT costs throughout the campus and analyzed the data we collected. This was a valuable first step in the reorganization in that we now understand who is performing IT work on campus, and what our spending on IT has been. With this baseline established, we are ready for the reorganization process to develop and unfold. The UB2020 IT reorganization will be guided by principles and goals adopted by UB senior leadership. It is important to note that reorganization per se is *not* the goal; it is a mechanism to achieve our goals. Since this transformation is an open process, I invite you to review the presentation to UB senior leadership, which includes the guiding principles, goals, and new organization model, at: <http://www.cio.buffalo.edu/presentations/IT-Trans-Presentation-6-24-09.pps>

### Some Q&A

Until we are able to meet, let me take this opportunity to address a few of the key questions that have already been asked:

### *Will I keep my job?*

First and foremost, I want to assure you that no one will lose his or her employment at UB as part of this reorganization. As we continue to implement UB2020, our commitment to preserving employment continues while we align IT resources with University priorities.

### *How will my job change?*

The IT reorganization will provide an opportunity for many of us to work in a focused and a disciplined IT organization with more opportunities for career development and growth. It is almost a certainty that many staff will be able to develop additional skills that will increase their productivity and enhance their value to the University.

Initially, most IT staff will continue to serve faculty, students and staff delivering many of the services they now provide. There will be consolidation of resources, particularly those resources devoted to infrastructure and sharable overhead. Over time professional responsibilities will evolve to advance the overall goal of best serving the needs of our University by leveraging the strengths of IT staff. We will do what we can to match an individual's skill, experience and interests with the roles and job assignments required to fulfill the IT work at hand. It is certain that you will be working differently in the future as we change processes and procedures. It is important to remember that this transformation will affect *all* IT staff members – in the nodes and in the office of the CIO.

### *To whom will I report?*

Initially, staff will continue to report to their current managers. As we implement the reorganization, we will work closely with each unit manager to make sure we assign a job fit for each employee based on the University's needs and that employee's core strengths. It is also my intention to flatten our future UB IT organization in accord with the model included in my presentation. Until there is a formal change in reporting relationships in your unit, you should continue to perform your duties serving UB's teaching, learning and research mission as you always have – with a commitment to excellence.

### Next Steps

We have prepared a communication plan to address the information needs of all stakeholders on campus. Similar to the first phase of the UB2020 IT Transformation, we will use the UB2020 IT Transformation web site to present critical information, plans, background reports, progress charts, and FAQs. Service level agreements that become the foundation of how UB IT services will be provided in the unit, will be negotiated with the senior leader of each unit.

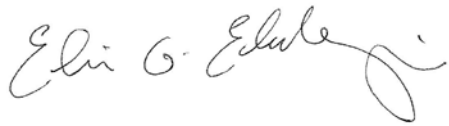
A key part of the communication plan is an open forum for all UB IT staff to ask questions and help in the implementation of our new IT organization. An **IT Town Hall Meeting** is planned for **Wednesday, August 19, 2009, 8:30 am at the Center for Tomorrow** after most of us are

back from summer vacations, in preparation for the upcoming semester. Similar to previous Town Hall meetings, we will solicit questions you would like addressed beforehand and during the meeting.

In the meanwhile, I welcome your comments, questions and suggestions at <http://www.buffalo.edu/ub2020/itst/feedback.html>

Thank you for your continued support and commitment to UB2020 as we work together to make UB a premier public research university.

Sincerely,

A handwritten signature in blue ink that reads "Elias G. Eldayrie". The signature is fluid and cursive, with a large loop at the end of the last name.

Elias G. Eldayrie  
Chief Information Officer

Cc.: Dr. Satish Tripathi  
Dr. James A. Willis