

# INFORMATION TECHNOLOGY

**DIVISION OF THE CHIEF INFORMATION OFFICER**  
**ANNUAL REPORT | FISCAL YEAR 2021**

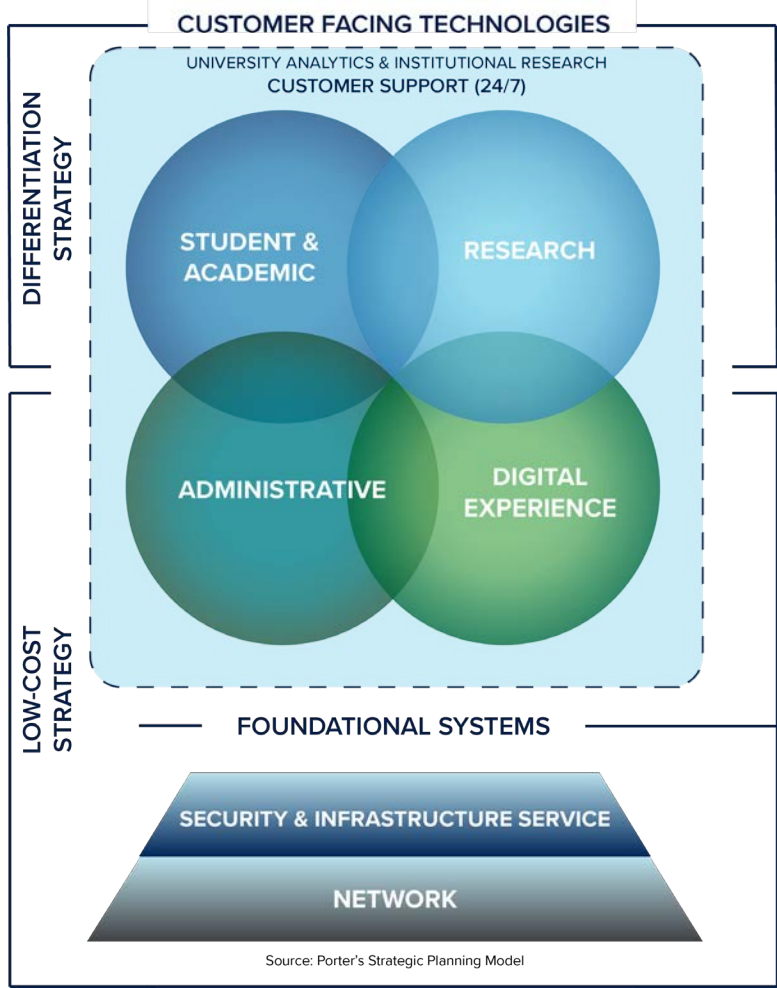




TABLE OF CONTENTS

Message from the CIO	1
Partnering on Vaccine Delivery	2
Digital Experience Technologies	4
Student & Academic Technologies	5
University's Digital Experience	6
Research Technologies	8
Administrative Technologies	10
Network Technologies	12
Campus IT Partnerships	14
Information Security	16
Support Services	18
University Analytics & Institutional Research	20
IT Benchmarking & Strategic Planning	22
University IT Workforce & Expenditures	23
Compensation Strategy	24
CIO Division Workforce & Expenditures	25
CIO Division Services	26
CIO Division Funding Sources	28
Executive Leadership Team	29

CIO DIVISION ORGANIZATIONAL DESIGN



**The University of Arizona Purpose & Values:**  
Working together to expand human potential,  
explore new horizons and enrich life for all.

- INTEGRITY** Be honest, respectful and just.
- COMPASSION** Choose to care.
- EXPLORATION** Be insatiably curious.
- ADAPTATION** Be open-minded and eager for what's next.
- INCLUSION** Harness the power of diversity.
- DETERMINATION** Bear down.

The FY21 Annual Report was designed  
and produced by the CIO Division  
Communications & Marketing Team.



Dear Colleagues,

Fiscal year 2020-21 started under a cloud of uncertainty. Would the extraordinary measure of remote learning continue to be necessary? What impact would this have on education and on the University? But most importantly, could students, faculty and staff be kept safe? Thankfully, under University leadership that emphasizes health and student success, classrooms methodically opened, based on data-driven decision-making.



Information technology was there every step of the way. UAIR built an award-winning COVID-19 dashboard to keep everyone informed of the latest numbers. UITs staff kept Test, Trace and Treat information flowing, and leapt into action to support the massive vaccine delivery site built on the University Mall. Over 64 campus IT staff coordinated regularly to solve problems and share best practices to provide the best support possible to campus constituents during remote work and through re-entry.

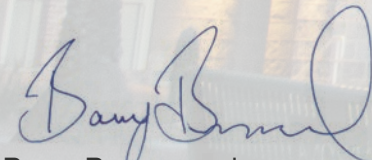
University IT faced more challenges than COVID-19, though. The most effective way to address the findings of the State's IT Security Performance Audit was to upgrade security on the entire campus network, including every network connection. While others worked from home, departmental IT staff came to campus to inventory every building. UITs worked on rolling out the security and ordering, configuring and installing new network equipment.

In addition to responding to the audit, the Information Security Office also ensured the University was focused on mitigating the latest threat—ransomware.

Expanded online software offerings supported students and faculty. Streamlined access to campus supercomputers and improved online disclosure and protocol systems made research use of technology less cumbersome. A centralized online contract management system provided University business managers with an all-in-one tool. New Arizona Profiles dashboards gave campus leadership access to data at a glance.

This Annual Report captures some of the extraordinary work accomplished by the CIO Division over the past year. IT staff are laying the groundwork for even more to come in FY2021-22.

Sincerely,

  
Barry Brummund  
Chief Information Officer  
The University of Arizona



# INFORMATION TECHNOLOGY PARTNERED TO MAKE VACCINE DELIVERY POSSIBLE

Dozens of CIO Division staff offered operational support and technology services to open the largest vaccine point of distribution for our community and Southern Arizona.

## A PARTNERSHIP THAT MADE VACCINE DELIVERY POSSIBLE

At the start of 2021, the 24/7 Support Center was helping 46,000 students start another spring semester of remote learning. But on January 11, they learned that in one week the University was opening a COVID vaccine point of distribution (POD) on the University Mall for Pima County residents.

Staff from across the CIO Division coordinated closely with the University’s COVID Incident Command, Facilities Management, and UA Health Sciences, as well as external partners Pima County Health Department and Tucson Medical Center.

CIO Division staff equipped and connected the new mobile offices and tents on the Mall, including adding more Wi-Fi access points to the entire location. 30 iPads were ordered and fitted with additional power bricks to allow continuous digital access to vital information.

242,960

Total vaccinations given January 15, through June 25, 2021

4,406

Highest number vaccinations in one day

400-500

Daily number of volunteers



161

Number of days the POD gave vaccinations 7 days a week up to 12 hours daily

64

Number of tech staff who provided support at the POD (43 from UITS).

The CIO Division staff used their student worker scheduling software and operational skills to schedule POD volunteer shifts. Many hours were spent training volunteers in using the technology and accessing the right information systems.

A united effort from CIO Division staff made sure the POD was open a week after the call to action was given.

“It’s just been a crazy amount of teamwork and coordination across multiple teams.”

POD volunteer

Later, when the site crossed over from a Pima County POD to a State of Arizona vaccination site, CIO staff made sure the equipment, appointment system access and volunteer training were updated to meet the different system’s technology needs.

“I would say there’s just such a tangible feeling of one goal that we’re all working towards, and that just being part of the health of the community — it’s incredible.”

POD volunteer

When spring temperatures began to rise on the mall, iPad cases with ice packs were located and ordered to keep the technology running, hours expanded to two shifts a day and iPads were increased to 125.

“For a few weeks there, as we converted from County to State, CIO Division staff really got their hands dirty in terms of training and outlining what that new workflow was going to look like.”

Clancey Dollard  
Director of 24/7 Support Center

All day, every day—from January 19 to June 25—technicians were on hand to distribute equipment, train volunteers, support technology issues, swap out battery and ice packs, and collect and sanitize equipment when the day is done.

It took pharmaceutical research and medical professionals to put shots in arms. But it took volunteers—and scheduling, training, and equipment for those volunteers—to move thousands of people a day through a quick and efficient process for getting those shots.

## 1 VOLUNTEER CHECKPOINT

Support included appointment and walk-up parking, drive-through coordination, and access to Pima County and State appointment systems on iPads.

## 2 FIX-IT FOR APPOINTMENT ISSUES

Technicians ensured network and laptop access to make appointments in County and State data systems.

## 3 WALK-UP VACCINATIONS

Tech support included setting up laptops and iPads, systems access and user support for all steps of the process.

## 4 DRIVE-THROUGH VACCINATION

Technicians provided and maintained data connection to State records and health information for scribes with laptops and iPads.

## 5 POST-VACCINE MONITORING

Included a dedicated parking lot technical support person with WiFi and cellular connectivity for iPads with ice packs.



Map courtesy of UArizona Enterprise GIS

## A MOBILE OFFICES

Laptops, monitors, Zoom camera feeds and network connections were set up. Ongoing technical support was maintained for offices of Incident Command, Facilities, and Health personnel.

## B VOLUNTEER PROTOCOL

UITS Support Services provided the operational logistics for volunteer shifts including scheduling software.

## C VOLUNTEER TRAINING

CIO Division staff provided video, in-person, and hands-on training for using technology systems.

## D TECH SUPPORT OFFICE

CIO Division staff managed location for laptop iPad storage and charging, freezer for cooling case ice packs, and homebase for technology personnel.



# FOCUSING ON THE DIGITAL EXPERIENCE

A new department, Digital Experience Technologies, was formed in FY21 to focus on technologies that support the digital experience for the University community.

## TRELLIS CRM SCALES UP ONBOARDING AND ADOPTION

Demand spiked from units across campus for Trellis services in FY21. Trellis reorganized to **optimize onboarding and adoption** by adjusting the team structure and other operational processes, bringing 498 new users onto Trellis products.

An enterprise **Events Management** tool that allows campus users to manage virtual, hybrid, and in-person university events, was also launched. **Trellis Events** was first piloted with the College of Optical Sciences, and further refined by working with beta users to mature its capabilities. Trellis Events was released for general availability in May 2021.

The University’s communications and marketing community continued to expand its use of **Trellis Marketing Platform**, a central email management tool for sending branded messages to University constituents.

More instructors took advantage of using **Early Progress Reports**, a comment-based feedback system integrated into D2L that allows instructors to provide feedback to students early in the semester.

### SERVICES

- Campus Web Services
- Trellis Service
- Trellis Engagement
- Employee Email & Collaboration
- Student Email & Collaboration
- Video Conferencing
- Arizona Mobile App



808

Total Active Users in Trellis CRM

91.4K

Appointments Scheduled

89.2K

Cases Created in Case Management

498

New Users Onboarded Onto Trellis Products

18M

Individual Emails Sent in Trellis Marketing Platform

102%

Increase Over FY20 in Number of Courses in Early Progress Reports



550

Websites Supported by Campus Web Services

300+

Campus Websites Adopting Quickstart

77

Websites Launched

## IMPLEMENTING EMPLOYEE EMAIL BEST PRACTICES

CIO Division staff worked closely with the Office of General Counsel and the Division of Human Resources to align email provisioning with security best practices.

Deprovisioning of University email accounts now aligns to practices of data separation upon termination. Retirees can request to maintain their University email address but it will be housed in the University’s Google platform. Making these changes has improved the University’s data security position and saved the administrative and financial overhead of maintaining unused email accounts.

## QUICKSTART 2.0 RELEASED

Arizona Digital released Quickstart 2.0 codebase which provides colleges and units using Arizona Sites a new set of web features and enhancements. Improvements included new mobile navigation, a simplified page building experience, improved accessibility and modern architecture for easier integrations with other websites. Quickstart 2.0, a culmination of collaboration with the Arizona Digital developers network, will be the new foundation on which all Arizona branded and mobile responsive websites will be built.

Learn more about Trellis CRM at [trellis.arizona.edu](https://trellis.arizona.edu)

Learn more about Campus Web Services at [web.arizona.edu](https://web.arizona.edu)

# STUDENT SUCCESS THROUGH TECHNOLOGY

Student and Academic Technologies partners with faculty, staff and students to enable innovative instruction and student success.

## REMOTE SOFTWARE KEEPS LEARNING GOING

Launched by the Office of Student Computing Resources (OSCR) in late 2019, Virtual Computing Access Technology, or VCAT, allows students access to University software anywhere, anytime, not just in campus computer labs.

VCAT’s easy-to-use web browser interface enabled on-demand access to software when a global pandemic required students to learn remotely.

In fall 2020, OSCR added more software offerings to VCAT, partnering with colleges who had specific requests. This strategic addition of licensing dramatically increased the number of user sessions, as VCAT became a primary way students accessed specialized software for their classes.

293%

Increase in Number of VCAT Users Per Day From FY20 to FY21

In spring 2021, VCAT usage remained at the same high-level even when students returned to campus and visits to in-person OSCR labs increased. Bill Neumann, professor at Eller College Of Management. explained, “With VCAT, all students have equal access to a powerful desktop environment regardless of their personal technology resources.”

*“As an instructor of technology-focused classes, I consider that the benefits of the VCAT virtual lab have been no less than transformative for the campus community and speak to our core values of adaption, compassion and inclusion.”*

Bill Neumann,  
Professor of Practice in MIS,  
Eller College of Management

Learn more about VCAT at [vcat.arizona.edu](https://vcat.arizona.edu)

## FY21 METRICS

### D2L LEARNING MANAGEMENT SYSTEM

(Version 20.21.7.31019)

Unique Daily Users 43.1K  
Peak Daily Logins 109.7K

### UACCESS STUDENT

(Oracle PeopleSoft 9.2 PUM 8.58.11)

Financial Aid Disbursed \$667.2M  
(20-21 Academic Year)  
Distinct Enrollment Requests 775.2K  
Total Modifications to System 1,187

### ZOOM

(Version 5.4.1)

Number of Sessions 1.67M  
Number of Participants 13M  
Meeting Minutes 699M

## SUPPORTING UNIVERSITY COMMENCEMENT DURING AN UNPRECEDENTED YEAR

Over 30 IT professionals across multiple CIO Division teams came together to support the University’s Presidential Events hosting of Commencement activities for the Class of 2021. A total of 16 in-person graduation ceremonies were held between May 11 and May 18 for graduates and their families, marking one of the largest celebrations in modern University of Arizona history. Smaller ceremonies were needed to account for COVID-19 physical distancing requirements and limited attendance/seating. CIO staff supported the onsite technical needs and livestreams for the ceremonies, with just under 65,000 users visiting the commencement website during the week.

### SERVICES

- UAccess Student
- Classroom & Lab Technologies
- Instructional Technologies



# THE UNIVERSITY'S DIGITAL EXPERIENCE

Optimizing interactions across the entire portfolio of software applications faculty, staff and students use every day.

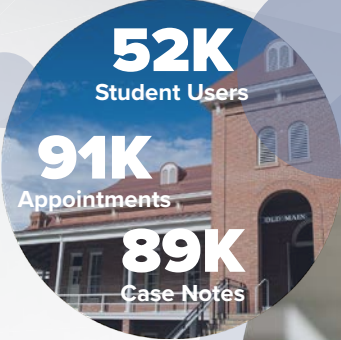
**Trellis** support was added to the Office of the Registrar.

**Change of Schedule Form** was delivered rapidly during the pandemic for students to request course changes digitally. **5.4K** forms were submitted with an **81%** approval rate.



**Trellis** expanded functionality for financial aid, enrollment, case notes; and adding, dropping or modifying classes.

**Office of Scholarship and Financial Aid** migrated to Trellis to replace four standalone systems that were used to serve students.



**Trellis Event Management** debuted with Student Spring Take-A-Break Day. 13 events were created and the platform was released for general availability in May.



**Campus ReEntry:** system changes were made to UAccess Student to support re-entry effectively.

**Commencement 2021 online** increased participation through hybrid modality, providing accessibility to those who might not otherwise have been able to attend in person.

## Instruction



**Redesigned Student Center** was released with a new mobile experience and Google Analytics was implemented to understand usage patterns to evolve and improve the usage experience for students.

**Early Progress Reports** adoption grew in FY21. EPRs sent **increased 27%** to **4.3K** and number of courses **increased 102%** to **198**.

**OSCR student computer labs** have been a critical learning resource. They have easy access, good visibility, and proximity to food and other resources including technical consultants.



**Centralized ordering** of technology equipment for other units across campus enabled secured receipt of delivery and efficient distribution during the pandemic.



## Student Tech



**Gear-to-Go** served an important need across the university throughout the pandemic, keeping instructional technology available to instructors and others.

## Arizona Mobile

**Redesigned Arizona Mobile** provided improved accessibility, delivered a new digital parking permit and mapped COVID test locations.

In partnership with Eller College of Management, **HyFlex classrooms** were built to enable new modes of teaching and learning.

**Zoom Virtual Drop-In** New high-touch, expert outreach process enabled balancing across modalities of service: Email, Phone, Drop-in and Live Chat.

**Virtual Computing for Academic Technology (VCAT)** saw dramatic increase in use driving a need for expanded licensing.

UAccess Student enabled **Global Direct** for online international students.

Multiple **classroom modalities** were supported to include asynchronous, synchronous, flex and fully remote learning environments.



## The Digital Experience is Everywhere, Anytime

The University of Arizona has been focused on improving its digital experience even before the COVID-19 pandemic. We know students expect personalized, on-demand interactions powered by robust technology capabilities. As part of the University's overall Strategic Plan released in 2018, supporting student success by developing high-quality digital experiences and relationship management has been a key goal in which the CIO Division has played an active partner.

Increasing enrollment, growth of online courses, and the impact of the pandemic on remote and hybrid learning, has prompted the CIO Division to lead several initiatives to develop a more modern digital technology ecosystem to meet student expectations.

The infographic on these pages highlights some of the changes and enhancements that occurred in FY21 and how they work to support the University's digital experience.



See more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)



# TECHNOLOGY FOR WORLD-CLASS RESEARCH

Research Technologies provides key technology infrastructure and services to support Arizona’s world class researchers.

## COMPUTE CAPACITY AND STREAMLINED EFFICIENCIES GET EVEN BETTER

In FY21, continued investment in our research community resulted in a new high performance computing system assigned the moniker “Puma.” With this added system, available research compute time has more than doubled. El Gato, Ocelote, and Puma together provide each campus researcher with 113,000 CPU hours of compute per month at no charge—nearly 40 times the computational power of a laptop.

**23.6K**

Number of Puma Cores

**128TB**

Total Memory in PUMA

Researchers can also submit jobs for additional “windfall” hours that are available whenever there is any idle capacity.

The High Performance Computing team spent time streamlining and standardizing access to and use of the resources. They created a common scheduler for submitting jobs, and shared storage and applications between the three systems. This makes it much simpler for researchers to get trained on using Research Data Center resources and gives them greater flexibility when using the systems.

The three systems are now all connected, allowing them to interface with each other very quickly so researchers can do millions of small calculations—such as simulating 12 million galaxies over 400 million years.



**449**

Principal Investigators Using HPC Systems

**1,791**

Active Root Awards Using HPC Systems

**1,545**

Active Researchers (all users) Using HPC

**\$395M**

Total Sponsored Research Expenditures By Investigators Using HPC

**78%**

Top Principal Investigators Using HPC

**38.9K**

Total Cores of All HPC Systems

## MAPPING BENNU FOR OSIRIS-REX LANDING

The OSIRIS-Rex mission reached a milestone supported by the power of the University’s supercomputing systems in FY21. Landing the spacecraft on the rough surface of the Bennu asteroid needed complex computational data modeling to select the right landing site. Lunar and Planetary Laboratory research professor Mike Nolan realized that the landing safety algorithm would not run quickly enough on a laptop to meet their time window. He suggested the team move the project to the Ocelote supercomputer in the Research Data Center where they could run multiple simulations in parallel, and at a higher resolution.

This greater processing capability allowed them to take the sites that were identified as the best places to collect samples, get even higher resolution photos, and re-run the calculations again. With the safest approach pre-calculated, OSIRIS-REx successfully captured a sample from the Prime “Nightingale” sample site in Hokioi crater on Bennu on October 20, 2020, and is headed back to earth.

**13.8K**

CPU Hours / month per faculty researcher across all clusters

**113K**

Number Hrs./Mo. Faculty Compute Allocation

**1.356M**

Yearly Faculty Compute Hrs Allocation



## DARK MATTER DISCOVERIES

Arizona theoretical astrophysicists have discovered a new way to study space. Using a supercomputer to create a model of what theory says a phenomenon should look like, they can see whether observations match the prediction. This was born out in the first photograph of a black hole, and now has been applied to dark matter.

Since dark matter can’t be seen with human eyes, associate professor Gurtina Besla, doctoral student Nicolás Garavito-Camargo, and their team turned to computational modeling. They used the popular “cold dark matter” theory to predict what happened when the Large Magellanic Cloud (LMC) traveled through the outer edges of the Milky Way galaxy. They used Research Data Center supercomputing to illustrate the wake that would be left behind as the Milky Way’s dark matter dragged on the LMC’s stars.

Harvard astronomers have been making observations of the area and confirmed what the Arizona computer model predicted. The Besla Group will continue their studies using different models for the dark matter particle in simulations on the new Puma system.

## SERVICES

- Supercomputing (HPC)
- Regulated Research Environment
- Research Support Services
- UAVITAE

Learn more about HPC at [rc.arizona.edu](https://rc.arizona.edu)



# LEVERAGING TECHNOLOGY & ADMINISTRATIVE EFFICIENCIES

Administrative Technologies creates and implements innovative technology solutions used to operate and manage the business of the University of Arizona.



See more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)

## EDGE LEARNING SUPPORTS EMPLOYEE TRAINING & PROFESSIONAL DEVELOPMENT

The University makes a number of courses available to employees, from compliance trainings to professional development opportunities. To better unlock the potential of University employees, a more robust learning management system (LMS) was needed. **Administrative Technologies** collaborated with the **Division of Human Resources** and many others to launch the **Employee Development, Growth & Engagement (EDGE) Learning** platform in November 2020.

EDGE’s modern, mobile-friendly web interface provides a better user experience for employees and streamlines the online process for required trainings. The new system is helping the University foster its larger vision for employee career planning, professional growth and life-long learning. Required trainings, such as information security and harassment prevention, were available in EDGE upon system launch.

44.8K

Active users in EDGE

219K

Completed courses

Moving forward, the new centralized LMS creates an opportunity for more colleges and departments to shift their professional development into EDGE Learning, giving greater visibility to the entire spectrum of continued professional growth for employees.



21.7K

UAccess Financials Accounts

141K

Pcard Transactions

2.6K

Travel Reimbursements

\$1.03B

Total Payroll Amount Processed

3.7K

Average Unique Visitors to UAccess Employee Per Month

489K

Average Number of Paychecks Processed Annually

22K

Contracts Entered in New Contracts Management System

## GROUNDWORK LAID FOR FINANCIALS MODERNIZATION

After a short delay due to the pandemic, the Financials Modernization Project completed its initial planning phase.

Tremendous effort was taken to engage the business community in sharing their needs and participating in the process.

Work continues on this multi-phase, multi-year project to provide increased financial clarity, a more standardized Chart of Accounts, and more streamlined business processes for financial management at the University.

### SYSTEM METRICS

**UACCESS EMPLOYEE**  
(Peoplesoft HCM 9.2.035  
PeopleTools 8.57.16)

**UACCESS FINANCIALS**  
(Kuali Financials v7 2010-10-30  
with Rice 2.7.0)

**UACCESS RESEARCH**  
(Kuali Coeus 5.2.1 with Kuali  
Rice 2.3.9)

**EDGE LEARNING**  
(Saba 50.0.7.1)

### SERVICES

- UAccess Employee
- UAccess Financials
- UAccess Research
- EDGE Learning
- Contract Information Systems



# UARIZONA'S WORLD CLASS NETWORK

The data network is the foundation of information technology at the University of Arizona. It's the backbone for all wired and wireless internet connectivity on the main campus in Tucson and at distance locations across Arizona.

## SECURING THE CAMPUS WITH WIRED NETWORK REGISTRATION

Networks across the University grew organically over the decades, as every aspect of the institution used the internet more and more. Some campus buildings had data jacks where anyone could connect to the network.

It was convenient for academic exploration, but it was not a best practice for cybersecurity.

Personal information, financial information, and high-level research could be at risk of a breach. Other threats included online vandalism and ransomware. Securing the campus network is a critical part of protecting the University's data, operations and reputation.

The Arizona Auditor General recommended that the University have stronger protocols in place to know who (users) and what (devices) were accessing its computer network.

The CIO Division partnered with network managers across campus on two major initiatives:

- Implementing the 802.1x security protocol, which requires registration, on the wired network.
- Replacing all Ethernet switches (hubs or splitters) with centrally provided manageable equipment.



**2.2K**  
UITS Managed  
Building Switches

**735**  
Number of Buildings  
Included in Wired  
Network Registration

**58**  
Number Responsibility  
Centered Units (RCUs)  
Involved in Wired  
Network Registration  
Project

**976**  
Customer Switches  
Replaced

**95**  
Number of Buildings  
Where Switches  
Were Replaced

The Division's project team and campus partners implemented this work, building by building, within a very short timeframe of September to December. Campus IT staff were tasked with reviewing reports and providing information during highly challenging times when most of the campus was working remotely due to the pandemic.

*"The wired network registration project went very smoothly for us considering the scope and size of the project. The overall security of the campus network has greatly improved with these changes and it was no small task by the team; they should all be commended."*

Ashley Bidegain,  
James C Wyant  
College of Optical Sciences

Once building networks were completed, UITS expanded the project to those Ethernet jacks where people had plugged in switches for multiple devices.

Replacement switches were ordered, configured, arranged for delivery, and larger, managed switches were installed. Where an additional Ethernet jack was the better solution, UITS technicians installed those without the usual charge for such an installation.

These projects were highly collaborative, multi-step, campus-wide efforts. Accomplishing them during the pandemic against competing priorities was a huge job for all involved. However, the campus network now reflects best practices in security and is better positioned to respond to audit requests.

## SERVICES

- Network Core & Internet2 ISP
- Campus Data Network
- Voice Services
- Network Management
- Network & Data Center Operations



## NUMBER OF DEVICES

**42** NETWORK CORE  
**3.4K** DISTRIBUTION NETWORK  
**10.4K** WIFI ACCESS POINTS  
**37.7K** UNIQUE WIRELESS DEVICES  
**40.2K** UNIQUE WIRED DEVICES

See more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)



# CAMPUS PARTNERSHIPS FOR TECHNOLOGY SOLUTIONS

Connecting the University's IT community members, resources, and clients across the institution.

## FROM CONTINUITY TO COORDINATION

During the early months of the pandemic lockdown, campus and central IT staff were meeting five days a week. They needed frequent contact to solve issues, get answers, share tips and collaborate on solutions for serving students, faculty and staff who were suddenly remote.

In the past year, the focus shifted towards giving updates on projects, sharing processes and recommendations, and discussing new or current IT issues. Meetings were reduced to two days a week. The name of the group changed from IT Continuity to IT Coordination, and the Microsoft Teams for the group has become a central sharing point for project information and news.

*Developing shared knowledge, best practices, processes and resources for leveraging technology.*

The tone for the meetings changed to reflect the general evolution in the relationship between the CIO Division and campus IT towards a partner role.

**483**  
Number of Campus IT Employees. (63% of total IT staff)

**282**  
Number of UITS IT Employees. (37% of total IT staff)

**345**  
Number of IT Staff Collaborating in UArizona IT Coordination Team Channel

*Central and distributed IT worked together towards common goals.*

When the University needed to respond to the State Auditor General with accountability for network connections, 345 IT staff collaborated in the Microsoft Teams channel for wired network registration. 90 of those were IT leaders responding weekly on the progress they were making.

*Establishing communities of practice.*

Campus IT Partnerships supported this coordination with easy-to-use reporting tools, progress reports, and equipment ordering, in addition to making space for discussing the project in the bi-weekly meetings. Network managers from departments shared their tips and their questions, and UITS network staff were there to resolve issues together with them.

*Business Process Automation Collaborative (BPAC): Reduce human errors, eliminate paper, improve customer experience and expedite business processes.*

In addition to the IT Coordination meeting, CIO Division staff focused on creating communities of practice around other technologies. For example, the Business Process Automation Collaborative (BPAC) is developing shared knowledge, best practices, processes and resources for achieving business goals from technologies like Power Automate and Adobe Sign.

*Mutual accountability and shared responsibility.*

Pooling knowledge and resources gave IT staff major benefits: Support to meet important, yet basic requirements like videoconference technology and information security; and spending less time duplicating effort and more time on projects that support the high-value work of their departments.

## FY21 METRICS

IT Staff	
CIO Division	282 (37%)
Campus	483.3 (63%)

## JOB FUNCTIONS

CIO DIVISION:	
IT Support	62.5
IT Infrastructure	30.9
IT Network	28.0
IT Security	11.0
IT Project Management	21.0
IT Applications	71.0
IT WebDev	6.0
IT Instructional Tech	10.0
IT Analysis	32.5
Research/Data Science	8.5

CAMPUS IT		% of Total
IT Support	215.6	28%
IT Infrastructure	112.4	15%
IT Network	32.3	4%
IT Security	12.0	2%
IT Project Management	26.0	3%
IT Applications	180.9	24%
IT WebDev	59.1	8%
IT Instructional Tech	44.0	6%
IT Analysis	75.0	10%
Research/Data Science	8.1	1%

Map courtesy of UArizona Enterprise GIS

See more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)

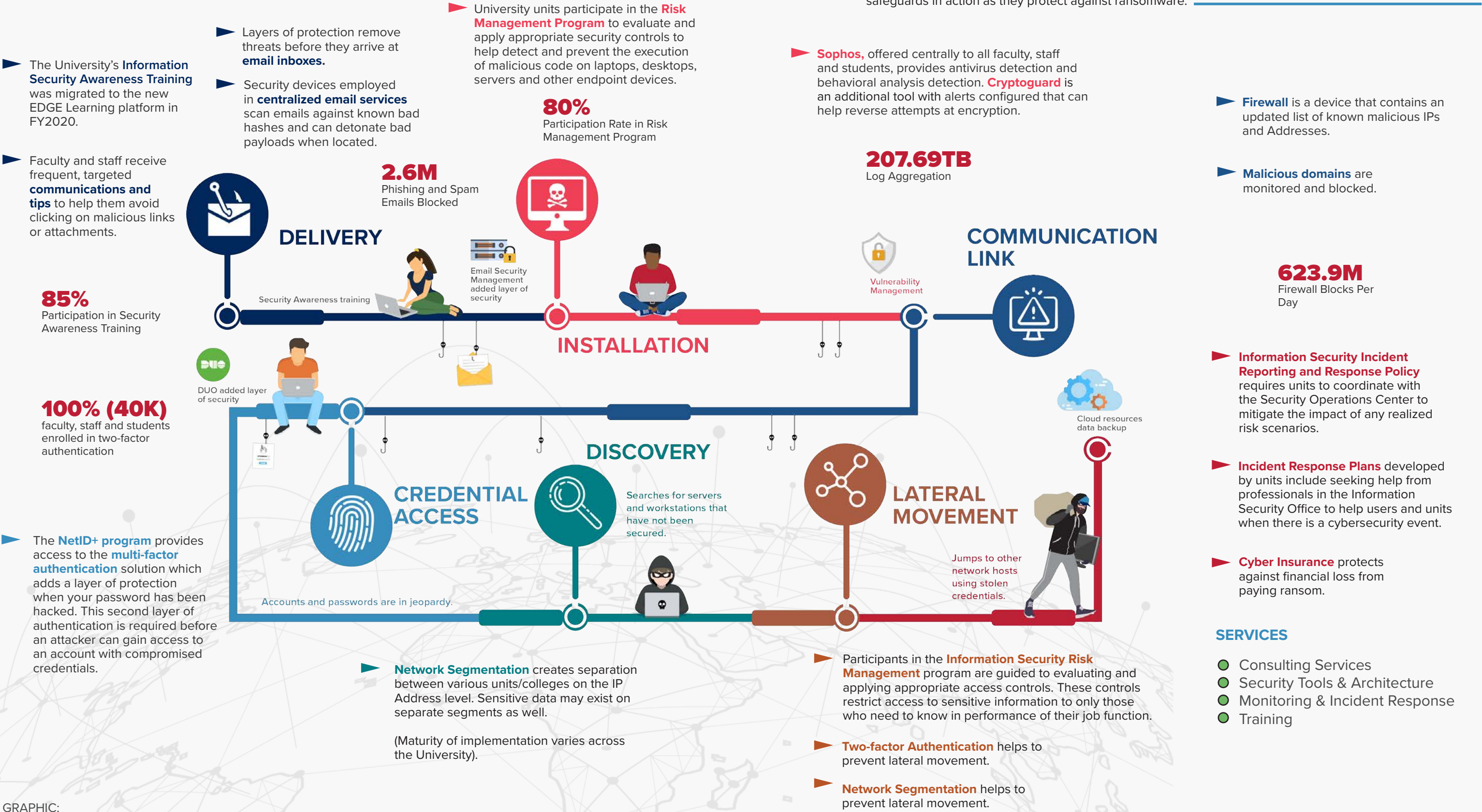


# CREATING A CULTURE OF SECURITY AWARENESS

The Information Security Office provides policies, tools and processes to protect the information resources of the University of Arizona, using a shared responsibility model.



**The Information Security Office (ISO)** helps protect the University's computing and information assets from emerging security threats and ensures compliance with laws, regulations, and University policies. ISO has implemented important practices and monitoring to protect the insitution and its constituents against contiuous threats. This multifaceted diagram demonstrates some of these safeguards in action as they protect against ransomware.



GRAPHIC:  
Anatomy of a Ransomware Attack

More about Information Security at [security.arizona.edu](https://security.arizona.edu)



# SUPPORTING TECHNOLOGY NEEDS IN THE UNIVERSITY COMMUNITY

Optimizing the student, staff, faculty and research technology experience with anytime, anywhere support.

## DELIGHTING THE CUSTOMER

Support Services is one of the most customer-facing units within UITS, responding to over **150,000 requests** for information technology support in FY21. This department interacts with a broad range of students, faculty, staff and researchers on main campus, online, at distance sites and in our global programs.

Its driving force? Helping the University community find solutions to their IT challenges and making technology more accessible to them.

With a majority of the University community remote in FY21, it was critical that support continued to be available 24/7 via phone, chat and online, while in-person support continued at reduced hours. Top services supported included email, UAWiFi, passwords and two-factor authentication. The department also had a dedicated support group to assist staff as they transitioned to working remotely.

As the pandemic evolved, IT had to adapt how it operated, too. Support Services used and deployed technology solutions to create a better customer experience, regardless of where either customers or 24/7 Support Center staff were located.



**150K**  
Number of Requests  
for IT Support

**48%**  
Increase Over 2020  
in Use of Chat for IT  
Support

**4.9**  
Consistent Customer  
Survey Response  
on a 5 Point Scale  
Maintained Throughout  
Pandemic

*We've strategically implemented technologies to give our faculty, students, and staff a more delightful IT support experience. It's also allowed us to meet greater demand for our services while continuing to be responsive to customer needs and provide more consistent interactions.*

Susan Legg  
Executive Director  
Support Services

- Team members began using **Trellis' real-time "chat"** platform to assist multiple customers simultaneously and still maintain very high customer satisfaction.
- The call queue transitioned to Amazon Connect, giving the support technicians more flexibility.

As teaching and learning activities went fully remote in FY21, there was a dramatic increase in chat as a popular method of IT Support.

These platform changes meant that the 24/7 Support Center maintained its high level of performance and customer satisfaction during the change to remote work. Surveys are sent to customers by a third-party vendor after their interaction is complete. The 24/7 Support Center has consistently kept a 4.9 on a five-point scale throughout the pandemic, outscoring peers in higher education.



## NEW STRUCTURE TO SUPPORT MORE SERVICES FOR CAMPUS

UITS Workgroup and Network Consulting has traditionally provided units across campus with the personalized attention of a local IT support team. To better serve the 62 customer units, this year WNC evolved into two teams: **Desktop Support** and **Managed Services**. These more specialized units will help to scale up and update their services to better meet their customers' increasing needs.



Both groups provide best-practice optimization and security to their customers. Now Desktop Support is working on endpoint management to better manage the workstation hardware and software that faculty and staff rely on. Managed Services now specializes in evaluating, implementing, and supporting the increasing number of cloud services that units use in their work.

**62**  
Units Receiving  
Desktop Support &  
Managed Services

**1,096**  
Faculty and Staff Receiving  
Desktop Support & Managed  
Services

**2,763**  
Desktop Support  
Service Requests

## FY21 METRICS

### 24/7 IT SUPPORT CENTER

Total Technical Support Requests	111K
Non-Technical Support Requests	38K
Classroom Support Requests	1K
Chat Increase over FY20	48%

### AMAZON CONNECT

Calls	537K
Units Using	53
Agents	1.1K
Usage Increase over FY20	358%

### ACCESS MANAGEMENT

Adding Access	8.7K
Total User Accounts	7.6K
Roles Managed	850



## SERVICES

- 24/7 IT Support Center
- Contact Center Telephony
- Classroom & Lab Technologies
- Access Management
- Technology Lifecycle Care
- Managed Services

see more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)



# EMPOWERING DECISION MAKING THROUGH DATA ANALYTICS

University Analytics & Institutional Research provides data that empowers campus decision makers, informs policy and practice, and tells the University of Arizona story.

## HELPING DECISION-MAKERS INTERACT WITH UNIVERSITY DATA

Campus users and senior leadership needing to see commonly requested data have a new and convenient way to access it—Arizona Profiles.

University Analytics & Institutional Research (UAIR) delivered this set of UAccess Analytics dashboards as one of the University of Arizona’s Strategic Plan initiatives. This effort is one of the largest products UAIR has launched and is part of the team’s ongoing efforts to increase data accessibility and literacy.

Arizona Profiles is easy to understand and access. Decision makers can see at a glance trends and figures in areas such as workforce, faculty, demographics, students, and financials. A key pillar of the project was user-friendly design, with the UAIR Design System informing readability and clean tables and graphs.

Highly relevant information is immediately available at the top level. Viewers can click on links to access additional in-depth panels and dashboards to view source information and more specific data.

With nine distinct dashboards and 350 data measures, a great deal of data is right at the fingertips for the campus community.



**707**  
Active Daily Users

**197**  
Active Subject Areas

**12M**  
Reports Run in FY21

**14K**  
Nightly ETL Jobs Run

**4.5K**  
Active Dashboard Pages

**32.3K**  
Queries Run Daily

**136**  
External Surveys

The Arizona Profiles cover a diverse range of information across key areas beneficial to most UAccess Analytics users. By default, the profile pages will populate based on the user’s college or department.

Additional information and resources are located on UAIR’s website, with introductory videos and guides into specific profiles as part of the Data Exploration Series.

The launch of Arizona Profiles has already been a success. With hundreds of users and queries numbering in the hundreds of thousands, it is clear that Arizona Profiles have filled an important need. UAIR will continue to enhance the dashboards to make data accessible to campus.

*“Never before has our campus had access to a centrally defined set of institutional metrics like Arizona Profiles. This tool has truly revolutionized our ability to have conversations about strategic goals and outcomes from a common starting point.”*

*Liesl Folks, PhD, MBA  
Sr Vice President for Academic Affairs and Provost*

See more at [UAIR.arizona.edu](https://UAIR.arizona.edu)

## DASHBOARD DATA INFORMS PANDEMIC RESPONSE

The COVID-19 pandemic shone a spotlight on the importance of data driven decision making for campus leadership. Because complex policies can impact tens of thousands of students and employees—accurate information is vital.

This made developing the COVID-19 dashboard a critical UAIR project in FY21. UAIR collaborated with numerous campus units on the project, and continues to adapt the dashboard when circumstances change, as when vaccination rates were added.

Top-level information includes positivity rates, test numbers, isolation bed availability, vaccine administration details, and breakdowns by race/ethnicity and age. Data is sourced from Campus Health, state, federal, and other institutional data sources.

The COVID-19 Dashboard has served as a reliable source of information for internal and external stakeholders and a key component in the University’s overall pandemic response strategy.

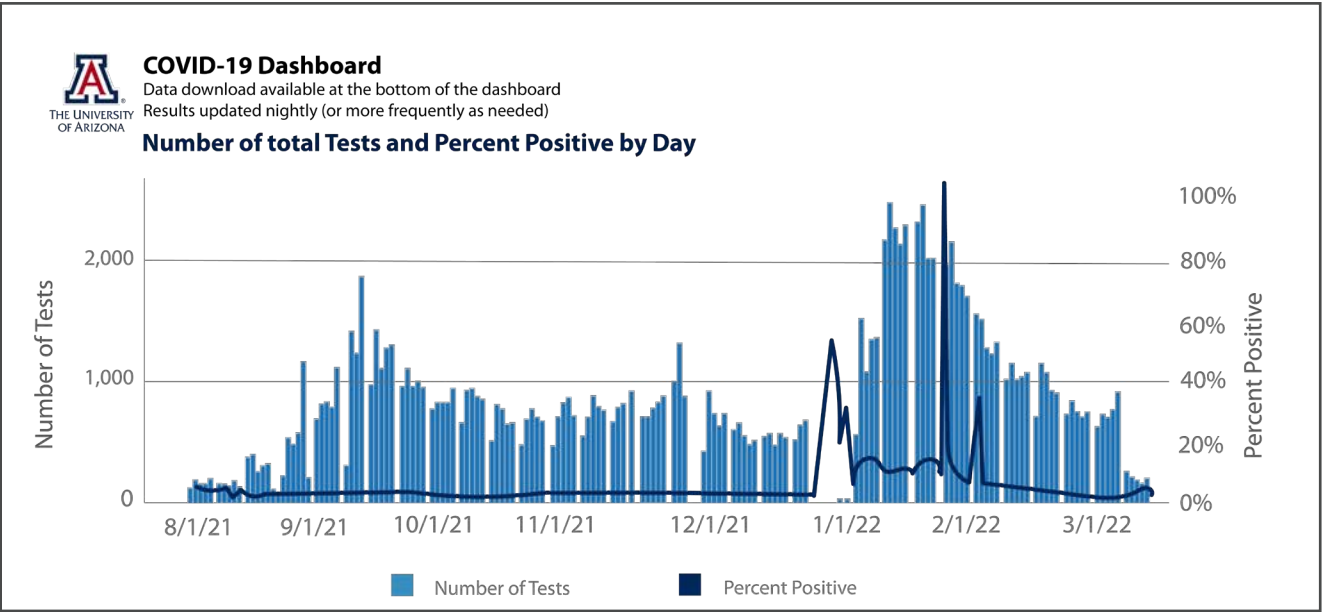
## SYSTEM METRICS

### UACCESS ANALYTICS (Oracle Business Intelligence Enterprise Edition 12c)



## SERVICES

- Employee Data
- Student Data
- Financial Data
- Budget Data
- Space Data
- Website/Interactive Fact book
- External Reporting
- Enterprise Data Warehouse
- Sponsored Research Data



See more at [covid.arizona.edu/dashboard](https://covid.arizona.edu/dashboard)



# BENCHMARKING & STRATEGIC PLANNING

The CIO Division conducts an annual benchmarking analysis to assess our strategy and operations relative to higher education peers and IT units across the University of Arizona. The analysis compares strategic priorities, services, organizational design, personnel, operating and capital expenditures, suppliers, and operational maturity to inform data driven decision-making with University leadership, IT leadership, and IT staff. This information is published in the University’s IT Annual Report to foster transparency and support strategic planning activities.

## EXTERNAL BENCHMARKING

The University of Arizona, a land-grant university with two independently accredited medical schools, is one of the nation’s top public universities in the U.S. News & World Report (USNWR) national university rankings. The University is also ranked in the top 20 in research expenditures among all public institutions and is a member of the Association of American Universities (AAU). In FY21, UArizona’s IT expenditure was 6.0%, which was the smallest expenditure compared to higher education peers in all other benchmark categories.

## INFORMATION TECHNOLOGY AT UARIZONA

The University of Arizona’s IT community is comprised of 765.7 professionals across central and distributed job functions that support college, institutional, auxiliary, and enterprise-wide services. The annual expenditure in FY21 for IT across the University was \$104.8M.

## UNIVERSITY INFORMATION TECHNOLOGY SERVICES

The CIO Division operates and manages central IT services for University of Arizona faculty, staff and students. Within the division, there are 306.8 total IT FTEs represented in 19 UCAP IT job families. The annual expenditure in FY21 for the CIO Division was \$68.2M.



## HIGHER EDUCATION IT BENCHMARKING

	UArizona	ABOR Peers	Public AAU	USNWR Public 2022 Top 50
Faculty FTE <sup>1</sup>	2,863	3,330	3,049	2,800
Student FTE <sup>2</sup>	39,479	43,109	36,887	36,548
Research Expenditures <sup>3</sup> <i>(in the thousands)</i>	\$734.3M	\$841.1M	\$694.6M	\$639.3M
Total Expenditures <sup>4</sup> <i>(net of hospital)</i>	\$2,162.0M	\$2,895.0M	\$2,341.9M	\$2,226.8M
IT FTE <sup>5</sup>	782	985	842	810
IT Expenditures <sup>5</sup>	\$130.5M	\$204.1M	\$155.8M	\$152.8M
IT Staff per 1,000 Students	19.8	22.8	22.3	21.2
IT Exp. as % of Total	6.0%	6.9%	6.3%	6.5%

Sources:  
<sup>1</sup> Integrated Postsecondary Education Data System (IPeDS) - Spring 2020 Human Resources Component  
<sup>2</sup> IPeDS - Spring 2020, Fall Enrollment Component  
<sup>3</sup> NSF Higher Education Research and Development Survey FY19  
<sup>4</sup> IPeDS Spring 2020, Finance Component  
<sup>5</sup> Educause Core Data Service Survey FY20

# UNIVERSITY IT FY21 WORKFORCE & IT EXPENDITURES

## UNIVERSITY IT WORKFORCE FTE

	CIO	Provost	Health Sci	CFO	Auxiliary	RII	Grand Total
Start FY2021	302.9	260.7	108.0	70.3	29.5	22.3	793.6
Hires/Transfers In	22.0	24.0	16.2	10.0	2.0	4.0	78.2
Attrition	42.4	34.4	15.4	8.5	3.0	2.3	105.9
End FY2021	282.4	250.3	108.8	71.8	28.5	24.0	765.7
Turnover Rate	14.0%	13.2%	14.2%	12.1%	10.2%	10.2%	13.3%
% Receiving Compensation Increase	97.7%	91.9%	88.3%	29.3%	63.2%	37.5%	84.9%
% Receiving Promotion	9.9%	6.1%	3.7%	5.7%	3.4%	9.0%	7.2%
Compa Ratio (Average % of Midpoint)	85.1%	83.8%	88.3%	84.3%	79.3%	83.8%	84.7%
Supervisor (Count)	46	124	56	42	14	16	294
IT Staff/Supervisor Ratio	6.1	2.0	1.9	1.7	2.0	1.5	2.6

## UNIVERSITY IT BY JOB FAMILY

	CIO	Provost	Health Sci	CFO	Auxiliary	RII	Total	% of Total
IT Support	62.5%	73.7	43.4	16.0	12.0	8.0	215.6	<b>28%</b>
IT Infrastructure	30.9	48.2	15.8	7.0	7.5	3.0	112.4	<b>15%</b>
IT Network	28.0	3.0	0.3			1.0	32.3	<b>4%</b>
IT Security	11.0			1.0			12.0	<b>2%</b>
IT Project Mgmt	21.0	2.0	2.0		1.0		26.0	<b>3%</b>
IT Applications	71.0	46.8	22.0	33.0	2.0	6.0	180.9	<b>24%</b>
IT Web Dev	6.0	32.1	6.0	5.0	5.0	5.0	59.1	<b>8%</b>
IT Instructional Tech	10.0	24.0	10.0				44.0	<b>6%</b>
IT Analysis	33.5	20.5	9.3	9.8	1.0	1.0	75.0	<b>10%</b>
Research/Data Science	8.5						8.5	<b>1%</b>
Grand Total	282.4	250.3	108.8	71.8	28.5	24.0	765.7	<b>100%</b>
% of Total	37%	33%	14%	9%	4%	3%	100%	

## UNIVERSITY IT PERSONNEL & EXPENDITURES - IT JOB FAMILY GROUPS

	CIO	Provost	Health Sci	CFO	Auxiliary	RII	Grand Total
Salary	\$20,381,686	16,280,366	6,893,699	4,695,969	1,562,844	1,387,905	51,202,469
ERE	6,253,789	5,000,086	2,105,872	1,447,306	473,767	428,283	15,709,102
Software, etc.	17,762,095	6,010,817	3,217,588	2,743,209	1,674,586	789,243	32,197,539
IT Equipment	457,452	2,998,077	1,392,953	311,110	281,978	266,058	5,707,628
Total FY2021	44,855,022	30,289,346	13,610,111	9,197,595	3,993,175	2,871,489	\$104,816,738

Note: sponsored/gift expenses \$9.54 million

Source: UAccess Financials  
Payroll Expenditure Listing (PEL) with SET  
G-MF Income/Expense - Productions  
All Funds Reconciliation Transfers

See more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)



# RETAINING IT TALENT IN A GLOBAL ECONOMY

Hiring and Retaining Top Talent is important to the University and CIO Division

The CIO Division developed and completed a new performance management process that incorporates the University's Career Conversation model in conjunction with an expanded evaluation process based on three (or four for managers) Impact Factors.

New performance management process and compensation strategy for CIO Division

The CIO Division HR team engaged with senior leadership teams on Impact Factors and Employee Ratings. After supervisors evaluated employees, the Division HR team conducted 15 calibration sessions to discuss performance expectations for each impact factor and ensure equitable assessments of the University Career Architecture Work Dimension guidelines across the department.

## Expanded Evaluation Process

Impact Factors that correspond to the work dimensions outlined by the University Career Architecture Program.

### Delivering Results

Getting the expected work done and demonstrating knowledge, skills, and abilities appropriate to job function and level.

### Managing Self

Assuming responsibility, pursuing growth, and demonstrating flexibility, adaptation, and exploration.

### Working with Others

Communicating and working effectively with others, promoting inclusivity, and approaching all that we do with integrity, compassion, and customer focus.

### Setting Directions

Leading teams, strategies, or services effectively in relation to level expectations. (people managers only)

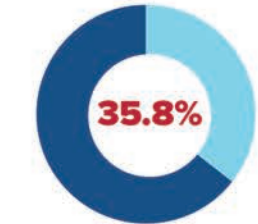
### Compensation Goals



### Results of FY21 CIO Division performance management & compensation strategy



Staff who received a compensation increase



Staff at average percent of midpoint



Staff qualified for and received a promotion

## Evaluation Process Results in an Overall Combined Rating

- Exceeding Expectations:** Frequently or consistently exceeds expectations for most/all behaviors.
- Achieving Success:** Consistently meets expectations for most/all behaviors.
- Developing Contributions:** Improvement needed in one or more behaviors to meet all expectations of the role.
- Does Not Meet Expectations:** Failed to meet expectations for many/most behaviors.

# CIO DIVISION FY21 WORKFORCE & IT EXPENDITURES

## CIO DIVISION WORKFORCE ANALYSIS

	Digital Experience Tech	Student & Acad Tech	Research & Discovery Tech	Admin Tech	UAIR	Infor. Security Office	Support Services	Infrastr & Found. Tech	Managed Cloud Services	Campus IT Partnerships	CIO Admin	CIO Total
Start FY21, All	42.9	40.3	18.2	30.2	42.1	12	51.5	57		14.2	20.4	328.8
Transfers	4.1	-17.6					12.2	-1.5	11	-8.2		0
Hires	5			1	7		7	1.5			0.5	22
Attrition	8.1	0.4	2	2	8	2	11	5		4	2	44.5
End FY21, All	43.9	22.85	16.3	29.2	41.1	10	59.1	52.5	11	2	18.9	306.85
Turnover Rate	18.9%	1.0%	11.0%	6.6%	19.0%	16.7%	21.4%	8.8%	n/a	n/a	9.8%	13.5%
% Receiving Compensation Increase FTE count	93.4%	100.0%	79.8%	95.9%	65.7%	100.0%	84.6%	95.4%	100.0%		100.0%	89.9%
% Receiving Promotion	4.7%	5.0%	11.0%	6.6%	21.4%	16.7%	9.7%	8.8%			4.9%	9.4%
CompaRatio (Average % of Midpoint)	83.8%	80.5%	89.5%	82.0%	93.8%	90.1%	83.8%	83.7%	88.3%		94.3%	85.8%
Supervisor (Count)	6	8	3	5	10	5	9	13	3	1	6	51
IT Staff/Supervisor Ratio	7.3	2.9	5.4	5.8	4.1	2.0	6.6	4.0	3.7	2.0	3.2	6.0

## CIO DIVISION IT FTE BY JOB FAMILY

	Digital Experience Tech	Student & Acad Tech	Research & Discovery Tech	Admin Tech	UAIR	Infor. Security Office	Support Services	Infrastr & Found. Tech	Managed Cloud Services	Campus IT Partnerships	CIO Admin	CIO Total
IT Support	5.0	3.0	1.0	1.0	1.0	2.0	39.5	7.0	3.0			62.5
IT Infrastructure	2.0		6.0		3.0		9.0	5.0	5.9			30.9
IT Network							1.0	27.0				28.0
IT Security						7.0	3.0		1.0			11.0
IT Project Mgmt	3.0		1.0	1.0		1.0	1.0	11.0	1.0	2.0		21.0
IT Applications	16.0	19.0	1.0	28.0	1.0			6.0				71.0
IT Web Dev	6.0											6.0
IT Instructional Tech		2.0					8.0					10.0
IT Analysis		2.0			30.5							32.5
Research/Data Science			7.5		1.0			1.0				8.5
Non-IT					2.0			2.0			20.8	24.8
Grand Total	32.0	26.0	16.5	30.0	38.5	10.0	61.5	58.0	10.9	2.0	20.8	306.2

\* added new category in CIO: Research/Data Science - recategorized

Source: UAccess Employee HCM Census Data All Active Employees





# CIO DIVISION SERVICES

Service by Department	FTE	Personnel Expenses	Ops/Capital Expenses	Total Expenses
Digital Experience Tech (9531)				
Web Services	1.5	\$680,869	\$308,353	\$989,222
Employee Email and Collaboration	0.8	284,238	1,390,812	1,675,049
Student Email and Collaboration	0.3	34,630	693	35,323
Trellis	32.5	2,816,541	4,809,745	7,626,286
Integrated Digital Experience	0.3	96,514	599,140	695,654
Student & Acad Tech (9523)				
Mobile Services	1.4	\$93,165	\$5,373	\$98,538
DRC support	0.5	34,645		34,645
Student Admin Systems	16.0	1,416,944	1,876,086	3,293,030
Academic Technologies	6.9	568,567	1,290,463	1,859,030
"Other"		78,108		78,108
Research & Discovery Tech (9524)				
High Performance Computing	2.5	\$667,580	\$662,955	\$1,330,535
Consulting	5.8	438,241	7,917	446,158
Research CyberSecurity	4.8	515,566	108,218	623,784
UA Vitae	0.3	69,731	16,280	86,011
Admin Tech (9522)				
Financial Services Systems	12.6	\$1,222,762	\$1,077,535	\$2,300,297
Human Resources Systems	12.9	1,272,223	573,627	1,845,850
Research Administration Systems	3.0	303,648	66,306	369,954
UAccess Research - SaaS Project	0.8	134,288	936,186	1,070,474
EDGE - Employee Training	1.0	78,108	644,954	723,062
Contract Management	0.6	34,752	33,086	67,838
UAIR (9940)				
Administrative Data	4.8	\$393,545		\$393,545
Customer Experience & Support	2.5	231,392		231,392
External Reporting	3.7	300,762		300,762
Student Data	3.8	308,939		308,939
Systems and Data Engineering	6.1	649,462	\$822,161	1,471,623
SI5.2A3 - Data Warehouse	8.3	584,096	11,453	595,549
UAIR Admin	12.1	\$1,320,573		\$1,320,573

See more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)

# CIO DIVISION SERVICES

Continued from previous page

Service by Department	FTE	Personnel Expenses	Ops/Capital Expenses	Total Expenses
Information Security Office (9521)				
Security Operations Center	4.0	\$435,016	\$1,554,601	\$1,989,617
Governance, Risk, Compliance	3.8	523,221	627,562	1,150,782
Security Engineering	2.6	280,646	676,243	956,889
Support Services (9530)				
Student Help Desk	28.9	\$1,403,428	\$465,485	\$1,868,913
Application Security	2.6	208,197	127,845	336,042
Data Center Operations	12.7	969,396	23,606	993,002
Application Support	2.5	207,621	3,859	211,480
Contact Center Technology	1.0	97,723	68,856	166,579
Classroom Technologies	7.4	433,955	840,867	1,274,822
Student Computing Labs	20.4	840,437	679,916	1,520,353
Workgroup and Network Consulting (WNC)	7.7	782,491	56,272	838,763
Infrastr & Foundational Tech (9526)				
Service Management	5.1	\$641,354	\$1,644,277	\$2,285,631
Identity & Access Management	4.3	449,450	468,492	917,941
Network Infrastructure	35.6	3,079,855	5,129,387	8,209,242
Network Services	8.6	516,957	33,642	550,599
Managed Cloud Services (9529)				
Cloud Services	15.6	\$1,304,793	\$1,538,226	\$2,843,019
Campus IT Partnerships (9525)				
Campus IT Partnerships	3.3	789,113	63,576	1,274,828
Campus Software	0.8	61,122	1,672,988	1,734,110
UITS Admin (9520)				
UITS Administration	21.5	\$1,958,235	\$571,462	\$2,529,697
Total	334.5	\$29,612,898	\$31,104,370	\$61,139,407

Total Expenses (\$61,395,231/Total SCH for FY21 (\$1,224,842) = \$50.13 per SCH)

### End of Life Equipment Deferred Maintenance Costs

The university has accumulated deferred network infrastructure maintenance due to the lack of increase in the FTE fee since 2008. The university has network and classroom technology equipment that is end of life and needs to be refreshed.

\$12.4M

Network Equipment

\$2.9M

Classroom Equipment



CIO FY21 FUNDING SOURCES & USES

Revenues

	Digital Experience Tech	Student & Acad Tech	Research & Discovery Tech	Admin Tech	UAIR	Information Security Office	Support Services	Infrastr & Found. Tech	Managed Cloud Services	Campus IT Partnerships	UITS Admin	Total
Institutional	\$ -	\$2,099,076	\$1130,395	\$5,331,946	\$4,840,042	\$3,983,849	\$1,940,005	\$8,933,355	\$2,643,921	\$2,692,319	\$6,255,041	\$39,849,951
Service	192,266	18,013	-	-	260,123	-	35,714	1,530,367	-	2,059,285	883,434	4,979,202
Strategic	7,513,955	86,216	563,726	958,801	580,283	-	-	190,120	-	-	297	9,893,398
Student	1,758,263	4,513,070	77,000	-	-	-	4,785,410	3,973,531	-	(132,136)	(3,161,313)	11,813,825
TRIF	-	-	771,298	824,096	-	82,084	-	-	-	-	-	1,677,478
Revenue Subtotal	\$9,464,483	\$6,716,375	\$2,542,420	\$7,114,843	\$5,680,449	\$4,065,933	\$6,761,129	\$14,627,373	\$2,643,921	\$4,619,468	\$3,977,459	\$68,213,854

Expenditures

	Digital Experience Tech	Student & AcadTech	Research & Discover Tech	Admin Tech	UAIR	Information Security Office	Support Services	Infrastr & Found. Tech	Managed Cloud Services	Campus IT Partnerships	UITS Admin	Total
Personnel IT	\$2,515,900	\$1,638,734	\$497,843	\$2,101,589	\$2,697,415	\$948,827	\$3,105,873	\$3,591,706	\$989,114	\$649,035	-	\$18,736,036
Personnel Non-IT	503,027	36,312	797,354	-	49,479	-	483,034	103,189	1,501	-	1,499,751	3,473,647
ERE	893,864	516,383	395,921	944,192	1,030,401	290,057	1,354,341	1,227,453	314,177	201,201	458,494	7,626,484
Personnel Total	\$3,912,791	\$2,191,429	\$1,691,118	\$3,045,781	\$3,777,295	\$1,238,883	\$4,943,248	\$4,922,348	\$1,304,793	\$850,236	\$1,958,245	\$29,836,167
Operating Exp, Software	4,224,030	2,362,789	180,680	1,822,873	672,253	2,304,505	516,542	4,009,021	1,289,406	1,769,913	142,149	19,294,161
Operating Exp, Non Software	2,884,713	805,159	42,632	1,508,821	161,382	432,089	1,056,240	2,299,425	247,773	336,867	413,689	10,188,789
Capital Exp, IT	-	-	572,058	-	-	11,656	-	1,455,022	1,047	-	-	2,039,784
Capital Exp, Non IT	-	-	-	-	-	-	10,470	-	-	-	1,199	11,669
Admin Service Charge					-			163,402				163,402
Operations Total	\$7,108,743	\$3,167,948	\$795,370	\$3,331,694	\$833,635	\$2,748,251	\$1,583,251	\$7,926,870	\$1,538,226	\$2,106,780	\$557,037	\$31,697,804
Strategic Reduction	-	159,299	43,539	71,758	93,980	44,305	73,560	166,418		49,943	49,517	752,320
Expenses Subtotal	\$11,021,533	\$5,518,676	\$2,530,027	\$6,449,233	\$4,704,910	\$4,031,439	\$6,600,059	\$13,015,636	\$2,843,019	\$3,006,959	\$2,564,799	\$62,286,289
Revenue Minus Expenses	\$(1,557,050)	\$1,197,699	\$12,393	\$665,611	\$975,539	\$34,494	\$161,070	\$1,611,738	\$(199,098)	\$1,612,509	\$1,412,660	\$5,927,565

CARRY FORWARD OUT  
\$14,039,785

	Research & Discover Tech	Admin Tech	Support Services	Managed Cloud Services	Total
Unpaid invoices and commitments*	(926,000)	(721,130)			(1,657,130)
Technical Deficit			(12,452,608)	(2,980,985)	(15,433,593)
Financial Health UITS					(1,393,808)

\*Carry forward for institutional project funding and unpaid invoices from FY2021

Source: UAccess Financials  
Payroll Expenditure Listing (PEL) with SET  
G-MF Income/Expense - Productions  
All Funds Reconciliation Transfers

See more at [annualreport.it.arizona.edu](https://annualreport.it.arizona.edu)

CIO Executive Leadership



Barry Brummund  
Chief Information Officer and  
Vice President, University Planning



Laura Bracamonte  
Executive Assistant



Marisela Celaya  
Senior Director  
HR & Organizational  
Development



Ravneet Chadha  
Chief Data Officer, Associate Vice  
President, University Analytics &  
Institutional Research



Lanita Collette  
Deputy CIO and  
Chief Information  
Security Officer



Maysoon Eshelman  
Executive Director  
Campus IT Partnerships



Jeremy Frumkin  
Senior Director  
Research Technologies



Susan Legg  
Executive Director  
IT Support Services



Susan Richards  
Executive Director  
Finance & Administration



Tim Schwab  
Executive Director  
Administrative Technologies



Kelly South  
Senior Director  
Communication & Marketing



Darcy Van Patten  
Chief Technology Officer





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