



**Information  
Technology**

# **Business Relationship Management ANNUAL REPORT 2019**





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# TO OUR BUSINESS PARTNERS

## THE COLLECTIVE IMPACT

In May 2016, the Board of Trustees approved UCF's Collective Impact Strategic Plan, which outlines a bold plan to achieve the goals set forth by university and community leaders. As business and technology are converging more now than ever before, we will use this plan to ensure the activities and value we bring as your partner are aligning with the university's strategic direction.

## UCF IT MISSION

**UCF IT leads innovative information technology solutions for the UCF community, enabling academic and research success.**

## BUSINESS RELATIONSHIP MANAGEMENT (BRM)

With the creation of UCF IT, an emphasis was placed on the need to become strategic partners with university academic and administrative units. The BRM team at UCF IT works proactively with faculty and staff to help realize their goals and ensure they are receiving value from their technology investments. The goal is to build a strategic partner relationship in which we work together to understand business goals and identify technology solutions.

# FOSTERING PARTNERSHIP AND COLLABORATION

## A SILOED APPROACH TO TECHNOLOGY SOLUTIONS

The current culture and semi-distributed nature of information technology resources lends itself to a siloed approach to technology solutions. Colleges and departments often search for solutions to similar problems on their own with little collaboration. This has led to duplicate systems and solutions across campus that address the same business needs.

## THE BRM TEAM FOSTERS COLLABORATION

In order to break down the siloed approach, one focus of the UCF IT BRM team is to foster a collaborative environment where business needs are discussed and approached with a more strategic university-wide view. In weekly meetings the BRMs review our partner's needs and requests to see where possible partnerships and collaboration exist. When engaged early in the discovery process BRMs can inform partners of potential opportunities that can lead to cost savings and faster time to implementation for technology solutions.

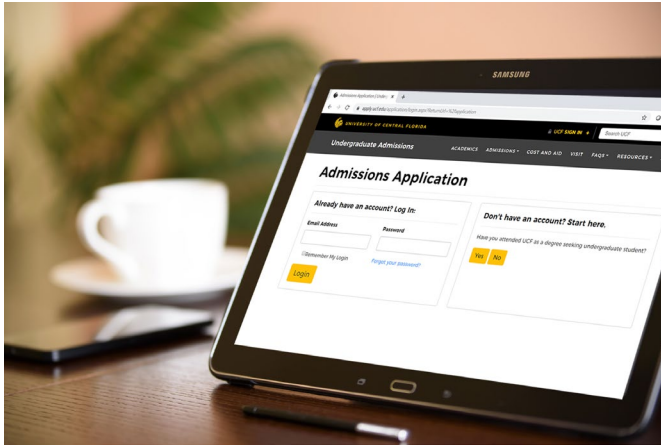


### ***Titanium Consolidation: A Collaborative Solution***

Prior to joining UCF IT, Counseling and Psychological Services, Wellness and Health Promotion Services, and the College of Community Innovation and Education all had separate installations of Titanium, a software solution for counseling and wellness data. The BRMs informed their partners in each of these areas about the benefits of a combined infrastructure for Titanium. Combining efforts enabled UCF IT to enhance security, provide more streamlined support, and meet the changing business needs of the departments. The project was initiated, and a consolidated infrastructure was built enabling the departments to realize the value outlined by the BRMs.

## Dynamic Forms: A University-Wide Solution

For years, the Office of Student Financial Assistance and other offices across campus had wanted to eliminate their paper and PDF forms and replace them with electronic forms and digital signatures.



UCF IT partnered with the Office of Student Financial Assistance to implement a cloud-based solution called Dynamic Forms. Student Financial Assistance provided the Dynamic Forms license and UCF IT provided additional licensing required to extract data from the cloud as well as the necessary on-premise hardware required for the integration. This partnership has brought value to the entire university as all

departments now have the ability convert any paper or PDF based forms to electronic forms, leverage built-in workflow for processing efficiencies and use electronic signatures for a better experience for students.

“Having this platform will provide a long overdue efficiency in the financial aid process. We anticipate the error rate of students and parents completing the forms to decrease and earlier submissions of financial aid documents. We are excited to provide this platform to our students and their families. This is truly an innovative solution that will create processing efficiencies for the office and improve student success rates.”

**- Alicia Keaton, Director of Student Financial Assistance**

# PROVIDING INNOVATIVE TECHNOLOGY SOLUTION AND SERVICES

## LEGACY TECHNOLOGY AND BAND-AID SOLUTIONS

If it isn't broken, why fix it? That seems to be a very prevalent way of thinking within university



cultures. Compound that with tight budgets and scarce resources, and you will find the university has relied on legacy technology and band-aid solutions to keep some operations going. This has led to legacy technology remaining in production longer than its normal life expectancy, resulting in higher support costs and in some cases potential risk of failure.

## THE BRM TEAM CONSULTS WITH OUR EXPERTS

One of UCF IT's goals is to provide innovative technology solutions and services to our partners across campus. A focus on this goal will enable us to break the mold of relying on legacy technology and allow our partners to focus their efforts in the right places in order to reach their business goals. The BRMs are constantly looking for new opportunities to break the chains of legacy technology and introduce innovative new solutions to our partners. We champion this by working with experts both internal and external to UCF IT to present new, cost effective options to our partners in support of their business objectives.

### **Azure Storage: A Secure Low-Cost Solution**

With the closing of the Florida Digital Archive, The UCF Libraries had 20TB of data residing on multiple external drives with no backups available. They needed a cost-effective solution that could be implemented quickly. Standard file shares and backups would be much too expensive, so other options had to be explored. The BRM worked with our internal experts to discuss the issue and our cloud architect and infrastructure teams were able to leverage Azure cloud storage to propose a

solution that would meet the needs of the Libraries. The team is currently evaluating another 15 TB of data to determine if the Azure solution can potentially save the Libraries thousands of dollars annually.

### ***StarRez: A Comprehensive Solution for Housing***

UCF Housing and Residence Life was using several disparate applications to manage their operations. One system managed the housing application process, another managed room assignments and reservations, and another home grown application managed incidents and other aspects of the housing operation. With help from UCF IT, Housing staff reviewed several enterprise-wide student housing software platforms and ultimately chose to implement StarRez. While StarRez is a software as a service (SaaS) solution, there was still much



work to be done to integrate it into UCF's environment. The Housing BRM worked with various UCF IT teams to ensure Housing's business objectives were met. As a result, the StarRez system was successfully implemented and all of the disparate legacy applications were decommissioned. This resulted in a single comprehensive application for Housing to manage their entire process.

"The implementation of StarRez has helped the Department of Housing and Residence Life consolidate business processes that were being done in a variety of different places (PeopleSoft, a homegrown system, third party software, spreadsheets, etc) into one application accessible by all staff. The student-facing portion of StarRez, the Housing Portal, has allowed us to customize the look and feel of the student housing application, roommate matching, and room selection process, as well as tailor it to the unique requirements of the various housing types we manage."

**- Meredith Varner, Associate Director, Housing & Residence Life**



### **Microsoft Teams: A New Way for Teams to Collaboration**

Within the past couple of years, UCF has migrated to Microsoft Office 365 for students, faculty and staff. Our Unified Communications team has looked to the Business Relationship Managers to help promote and educate many of the new features available to our faculty and staff. Couple that with the impending retirement of our on-premise SharePoint farms, the opportunity to introduce Microsoft Teams across the university presented itself. The BRMs worked to educate the community about Microsoft Teams, provided some initial information and training, and helped onboard various departments in Student Development and Enrollment Services, the College of Health Professions and Sciences, and UCF Human Resources as early adopters of the new platform. This provided faculty and staff across campus an opportunity to discover how Microsoft Teams could be leveraged in their areas for team collaboration

## **CREATING STRATEGIC PARTNERSHIPS**



Operating as a Strategic Partner is the highest-level of maturity BRMs can achieve according to the Business Relationship Maturity Model produced by the BRM Institute. At this level, BRMs and their business partners are working together, sharing the same goals for maximizing business value, and assuming shared risks and rewards. This level of maturity is the ultimate

goal of the UCF IT BRMs. Each year we continue to elevate the maturity of our team in our never-ending effort to bring value to the university.

### **THE BRM TEAM SHARES INFORMATION**

In an effort to provide regular information to our business partners, the Business Relationship Management team developed a monthly scorecard that is distributed to leadership in each unit we represent. This report consists of service level metrics, project updates and other important updates that may impact the unit. This sharing of information enables BRMs and their partners to discuss any



service issues or project risks in a timely manner and helps establish transparency and trust, which are key attributes to successful partnerships.

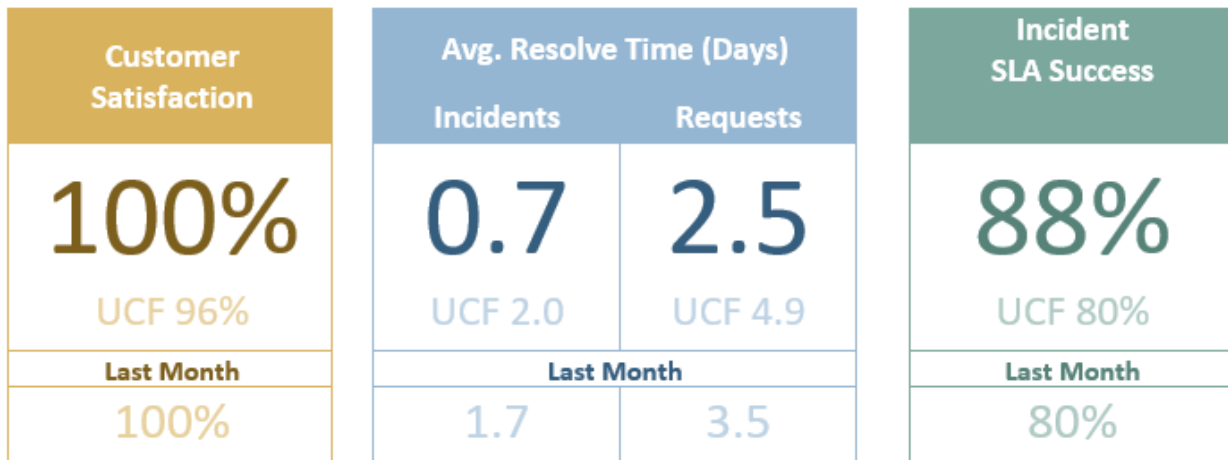


Figure 1 - Unit Scorecard Metrics

## THE BRM TEAM ENGAGES IN CONVERSATION

The BRM team recognizes that having consistent and open dialog with our business partners is a key component of creating a strategic partnership. The BRMs are actively seeking to engage with our business partners through regular attendance at leadership meetings, hallway conversations with faculty and staff, and scheduled check-ins with various levels of leadership throughout the units we support. These conversations have proven valuable in ensuring the team stays plugged into efforts across the campus where UCF IT can bring value.



## LOOKING AHEAD

Planning for the future is an important part of ensuring we can meet the goals of our students, faculty and staff. As we prepare for the future, we are embarking on an effort to create strategic roadmaps with each of our business partners. These roadmaps will help forecast what business initiatives are on the horizon and enable UCF IT to begin identifying technology investments required to address those initiatives.



# MEET OUR TEAM



**Joseph Alcala**  
Director, Business Engagement & Communication

Joe Alcala is the Director of IT Services for UCF IT. Areas of focus include Shared Services, the BRM team and IT Communications. During the formation of UCF IT, he led the initial transition team in developing the UCF IT organization, relocation of resources, and budget allocation from participating units. He continues to work with academic and administrative leadership to continue the development and growth of UCF IT across campus.



**Richard Caldwell, BRMP©**  
Business Relationship Manager

As a BRM Richard partners with the College of Business and the College of Sciences. Richard was part of the initial transition team that created the new UCF IT organization. Prior to joining UCF IT Richard directed all technology efforts for the College of Business.



**Craig Froehlich, BRMP©**  
Business Relationship Manager

Craig is a BRM partnering with Student Development and Enrollment Services, Human Resources, and the UCF Foundation. Craig was part of the initial transition team that created the new UCF IT organization and has been on the forefront of efforts to mature the BRM role in UCF IT. Before joining UCF IT he was the Director of IT for SDES.



**Bryce Jackson, BRMP©**  
Business Relationship Manager

As a BRM Bryce partners with the College of Arts & Humanities and the College of Undergraduate Studies. Bryce was part of the initial transition team that created the new UCF IT organization. Prior to joining UCF IT Bryce directed all technology efforts for the College of Arts & Humanities.



**Larry Jaffe, BRMP©**  
Business Relationship Manager

Larry is a BRM partnering with the College of Community Innovation and Education. Larry was part of the initial transition team that created the new UCF IT organization and he led the Cohort 2 transition team. Before joining UCF IT he directed all technology efforts for the College of Education and Human Performance.



**Joel Lavoie, BRMP©**  
Business Relationship Manager

As a BRM Joel partners with the UCF Libraries, UCF Connect, Digital Learning and the Office of Instructional Resources. Prior to joining UCF IT Joel directed all technology efforts for the UCF Libraries.



**Bryan Sevinger**  
Business Relationship Manager

Bryan is a BRM partnering with the College of Health Professions & Sciences and Student Health Services. Bryan was part of the initial transition team that created the new UCF IT organization. Before joining UCF IT he directed all technology efforts for the College of Health and Public Affairs.





# Information Technology

