Most administrative IT systems are not yet managed in the cloud... but cloud-based services for administrative IT service applications will nearly double by 2016–17.

At a shared facility or through a multicampus system or district...

**ADMINISTRATIVE AND ENTERPRISE IT SYSTEMS**

What was once exclusively about operational functionality of systems... is now more about interoperability and maximizing value.

What can institutions do to maximize value?
- Examine costs and cost drivers
- Establish institutional strategy for business intelligence and analytics
- Develop expertise in business process reengineering
- Develop effective sourcing strategies for cloud and shared services
- Share knowledge

**CORE SYSTEMS**

- **85%** are managed in-house
- **4 IN 10** are substantially CUSTOMIZED
- **12%** are slated for REPLACEMENT

**BUSINESS PROCESS REENGINEERING**

Restructuring business management strategies with a focus on the ways in which processes relate to business objectives can improve workflow and reduce costs.

- Continuous improvement programs
- Data-driven decision making
- Business process optimization

Percent of IT leaders are concerned that PROCUREMENT PROCEDURES impede cost management: **40%

Percent are concerned that HR SYSTEMS impede cost management: **32%

Percent are concerned that STAFF TIME-TRACKING impedes cost management: **22%

**CLOUD SERVICES**

- cloud e-mail for faculty and staff
- cloud-based video streaming services
- cloud-based office productivity suites
- institutional support for public cloud storage

...but cloud-based services for administrative IT service applications will nearly double by 2016–17.

**CUSTOMIZATION**

Newer systems tend to be less heavily customized than older systems.

**SHARED SERVICES**

Percentage of institutions with integrated research services providing services to researchers at other institutions:
- High-performance computing: **60%**
- Storage resources: **25%**
- Visualization resources: **24%**
- Server hosting: **23%**
- Server management: **32%**

Institutional success with shared services is driven by:
- Compelling need for the collaboration
- Dedicated leader
- Committed coalition members
- Adequate initial funding
- Strong internal organizational structure

As systems are updated and replaced to emphasize interoperability and adaptability, these four systems are especially important.

**EDUCATION RESEARCH SNAPSHOT**

For more information about EDUCAUSE research, visit: http://www.educause.edu/research

Data Sources: EDUCAUSE Center for Analysis and Research and EDUCAUSE Core Data Service