Micronet

IST: Finding Value in Uncertain Times

Deputy CIO
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Topics

1. Introduction
2. Challenges/Opportunities
3. Efficiency
4. Engagement
5. Partnership
6. Conclusion
Introduction

Jersey Shore …

… the actual Jersey Shore
Introduction

Previously at Rutgers University

Settled in Walnut Creek
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What have I heard about IST?

- IST services are too expensive
  - ACIO

- Why doesn’t IST provide free services so I can spend my budget elsewhere?
  - Dean

- IST takes technical talent away from other units.
  - Dean

- Do you remember that time when the xxxx broke?
  - Systems Administrator

- IST is too slow
  - ACIO

- IST makes everything so complicated
  - Dean
IST has provided service with constraints

- Ongoing focus has been on ensuring reliable services
  - Operations has been our #1 priority
  - Less energy and resources were devoted to new investments

- Our strength was technology
  - Well architected solutions
  - Less attention paid to sustainability
  - Customer perspective was not our highest priority

- Our customer relationships have suffered …
  - IST has been a subject of criticism and a shorthand way for stakeholders to voice their frustrations

- Our response started in 2005
  - Organized IST by technical function to improve performance
  - Our culture is changing to listen to, and act on criticism
  - Internal changes have had less external visibility
IST must strike balance between potentially competing goals
People are the Key IST Resource

IST is a strong organization because …

- Significant obligations but with significant resources
- Larger organizations support specialization
- Average 12 years experience per FTE
- Enormous domain expertise
- Complimentary skills and knowledge
- Significant capability
What is the role of IST?

- Provide robust, generalized services that departments can leverage in support of the university mission of teaching, research and public service.
- Insure a positive customer experience from beginning to end.
- Support university mission through active collaboration with departments.
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Definition of Value

- A numerical quantity measured, assigned or computed.
- Fix or determine the value of; assign a value to.
- Quality that renders something desirable or valuable.
- Respect: regard highly; think much of.
- Rate: estimate the value of.

All potentially good definitions that are applicable depending on context, but …..
There is a simple working definition that can be applied in a business sense.
**Definition of Value**

<table>
<thead>
<tr>
<th>Realized Benefit</th>
<th>Total Actual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td></td>
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</tbody>
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A more accurate definition reflects real world tradeoffs and compromise.
Our Mission

Provide Robust Generalized Services that other departments units can leverage in support of their respective missions.

Academic and administrative

Attributes such as maintainable, scalable, uptime, and continuity

Research, Teaching and Outreach.

Generalized services

Small specialized

Standardization of Product

High

Low

High

Low

Impact
| 1 | Introduction               |
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Services can be grouped into two major categories

- **Business to Business (B2B)**
  - Transactions between providers
  - Typically a value add arrangement
  - Customer represented by proxy
  - Technical Account Management
  - Wholesale

- **Business to Customer (B2C)**
  - AKA Business to Consumer
  - Transactions between provider and direct consumer
  - Customer participates directly
  - Service Desk
  - Retail
We can improve them by …

- **External activities**
  - OurUnit town hall meeting
  - Service Advisory Council
  - Footprints selection
  - Campus Technology Council
  - Micronet

- **Direct support**
  - SalesForce
  - Reduced rates
  - Technical Account Management
  - Service Desk

- **Internal support**
  - DOCS BPI
We are successful when …

- Our customers enjoy a positive experience from beginning to end.
- Our choices consistently consider external perspectives.
- Our services are clearly understood and appreciated.
- Our efforts are aligned to institutional needs.
- Our community recognizes the value of IST.
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Service Oriented

- Service dynamic between IST and customer (provider and consumer).
Business dynamic has three elements and is not limited to interaction between IST and the functional owner.
Current University IT Environment

- Historically decentralized IT investment and support.
- There are ~90 departments with 1-4 IT staff.
- Limited visibility into how departmental budget reductions will impact existing services.
- Critical system and application support could be lost due to cuts or staff retirement.
- This places UCB at significant risk.
Program

- **IT Continuity Assistance Program (CAP)**

  IT CAP is a team, based within IST, that can help in case of high impact IT systems failure.

- **Modeled after Insurance**

  - **Premiums**: Department must “pay” by providing documentation.
  - **Coverage**: Department appreciates the peace of mind.
  - **Deductible**: Can only be used for significant outages.
  - **Co-pay**: Department provides resources to mitigate where appropriate.
  - **Settlement**: Assistance team responds and remediates.
How does the IT CAP work?

Step 1:
Departmental IT Submit Documentation to Team

Step 2:
Team Reviews and Accepts

Step 3:
Crisis Occurs
Department Calls Crisis Team

Step 4:
Bounded Response 48hrs
- Assesses Impact
- Resolves issue or escalates problem
- Partners with department in case outside help is required
Leverage Available Experts

- IST has reserved a special allocation for this program
  - Pilot beginning this month

- IT CAP team
  - 1 PM, 1 Analyst and a small number of domains experts
  - Complimentary skills, broad capability
  - Some initial training
  - Creation of a response room
  - Bounded process for responding to crisis

- Response team will leverage documentation
  - Allows rapid response to system crisis
Key Questions

- Am I reliant on unique systems? [No concern]
- Will reduced staff decrease system support? [No concern]
- Will remaining staff struggle to cope? [No concern]

Will any “no” answers change in the future? [Concern]
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Conclusion

- This is an “interesting” time at the University
  - Resource constraints have been challenging
  - Mission and obligations remain
  - Institution rethinking its processes

- IST ready to play its role
  - Large central IT organization
  - Significant domain expertise
  - Institutional mission is research, teaching, and service

- IST is evolving
  - Efficiency
  - Engagement
  - Partnership
Questions?