

Micronet

IST: Finding Value in Uncertain Times

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Topics

1

Introduction

2

Challenges/Opportunities

3

Efficiency

4

Engagement

5

Partnership

6

Conclusion



Introduction

Jersey Shore ...

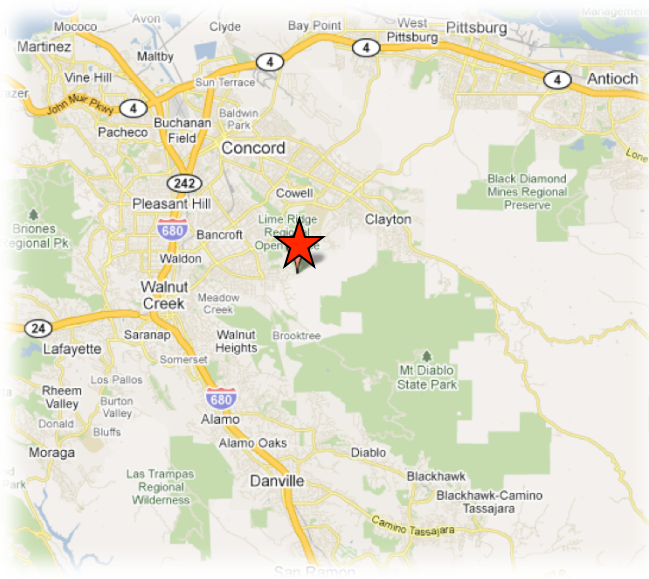


... the actual Jersey Shore



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

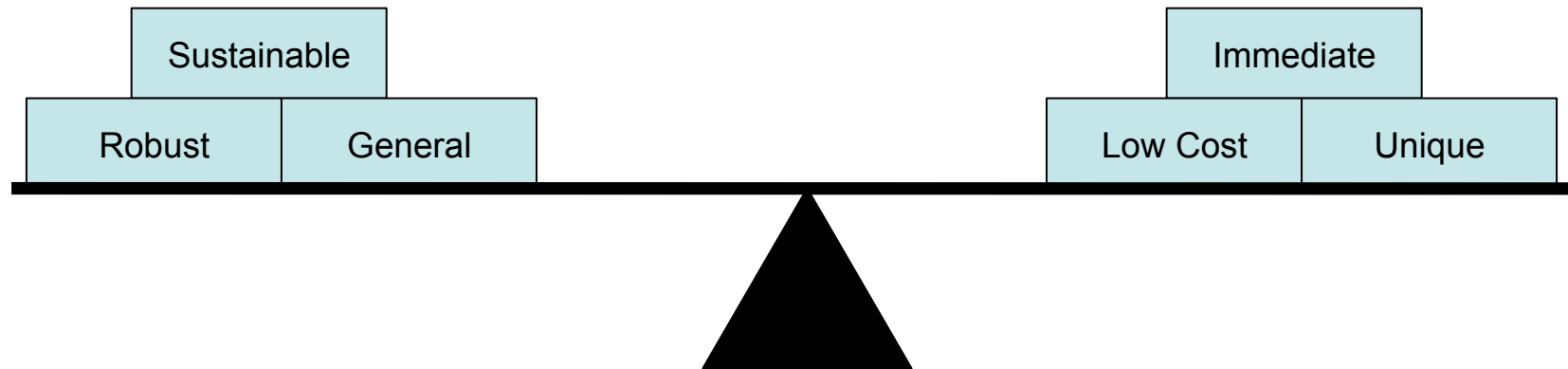


IST has provided service with constraints

- 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



Operating Challenge



IST must strike balance between potentially competing goals



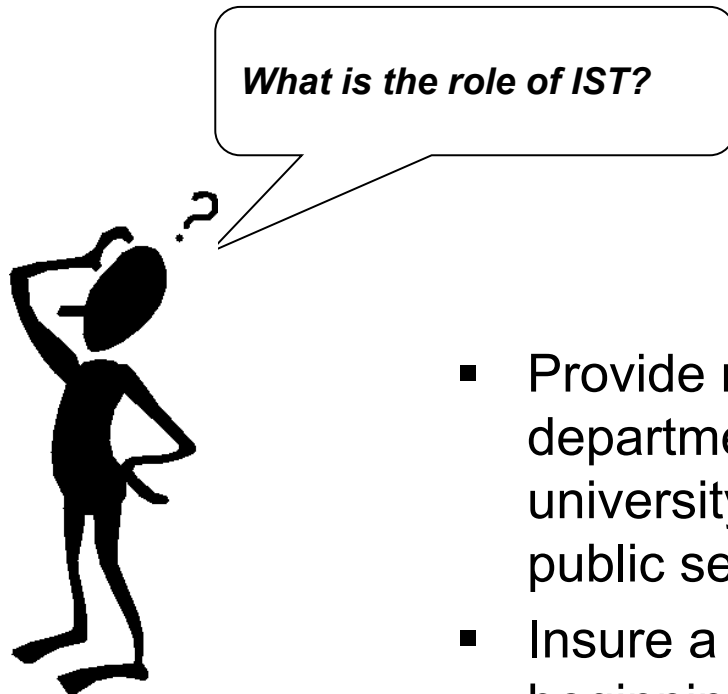
People are the Key IST Resource

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



Information Services and Technology (IST)



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



Definition of Value

$$\text{Value} = \frac{\text{Benefit}}{\text{Cost}}$$

There is a simple working definition that can be applied in a business sense.



Definition of Value

$$\text{Value} = \frac{\text{Realized Benefit}}{\text{Total Actual Cost}}$$

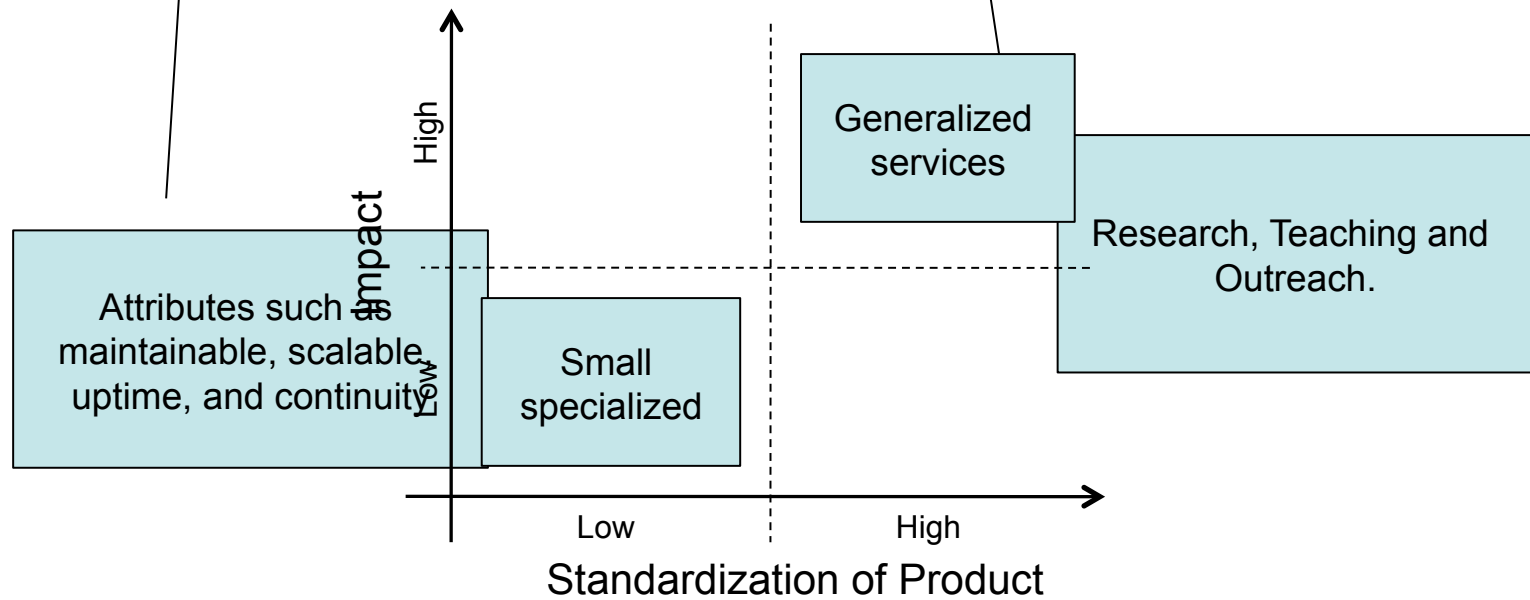
A more accurate definition reflects real world tradeoffs and compromise.



Our Mission

Academic and administrative

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





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Service Categories

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



Improve Customer Experience

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



Improve Customer Experience

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.

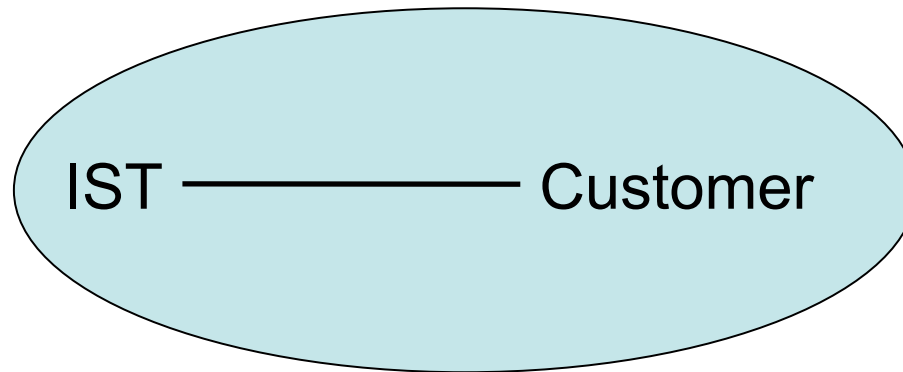


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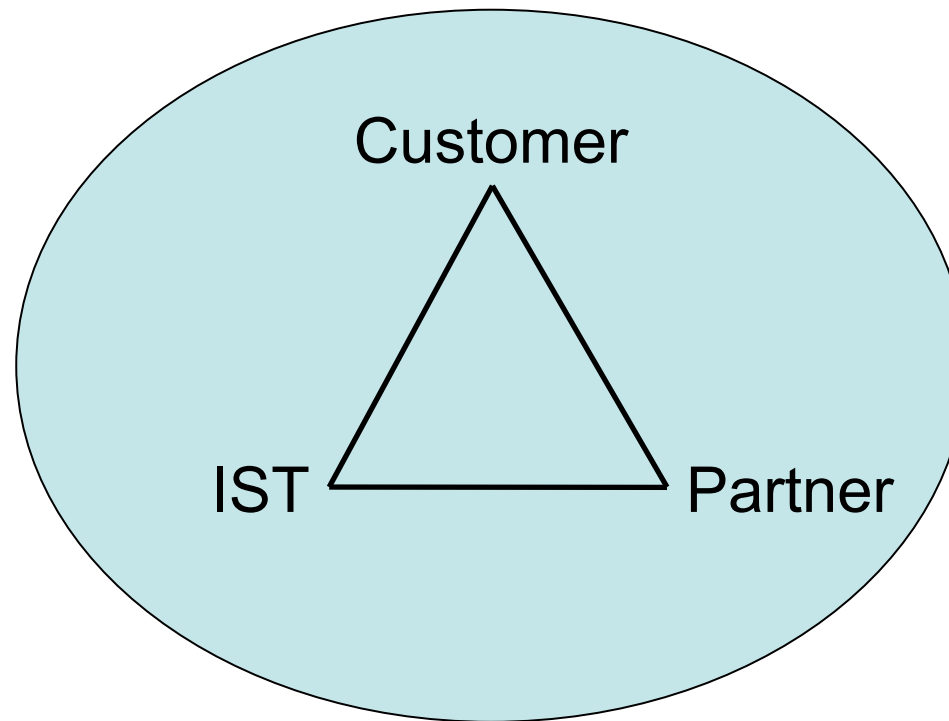
Service Oriented



- Service dynamic between IST and customer (provider and consumer).



Valued Partner

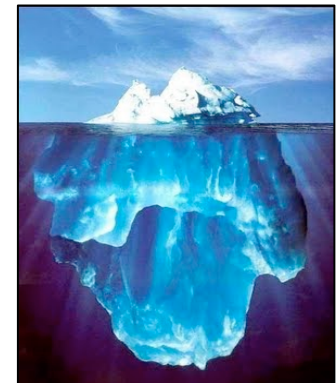


- Business dynamic has three elements and is not limited to interaction between IST and the functional owner.



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.





- IT Continuity Assistance Program (CAP)

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

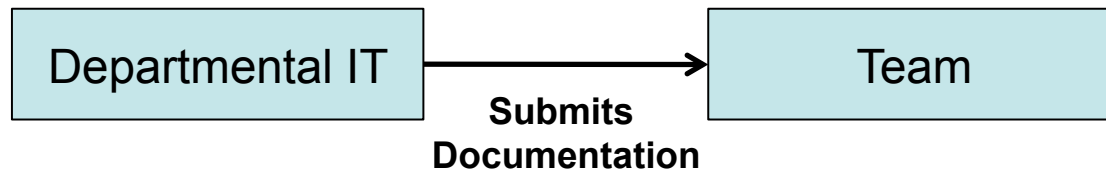
- Modeled after Insurance

- Premiums: Department must “pay” by providing documentation.
- Coverage: Department appreciates the peace of mind.
- Deductable: 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?

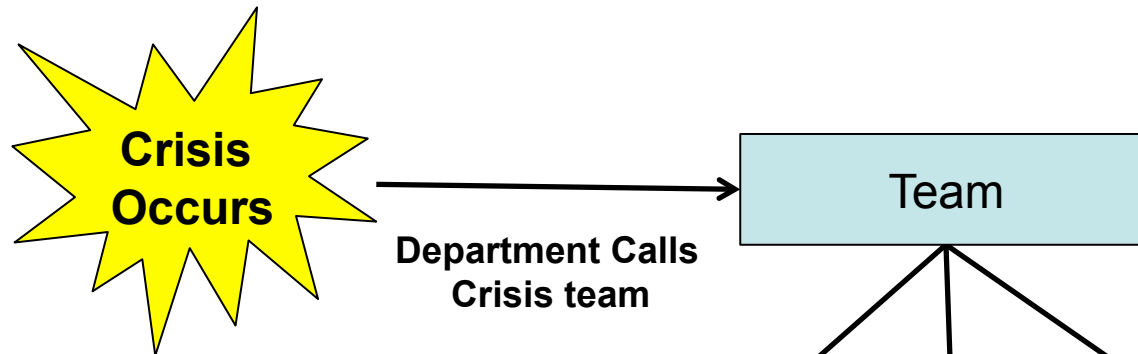
Step 1:



Step 2:

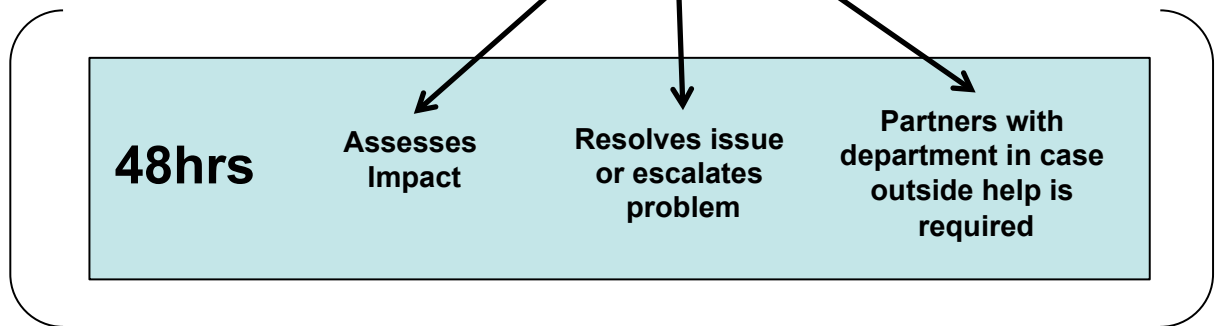


Step 3:



Step 4:

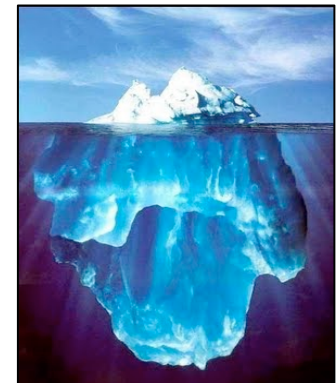
Bounded Response





Leverage Available Experts

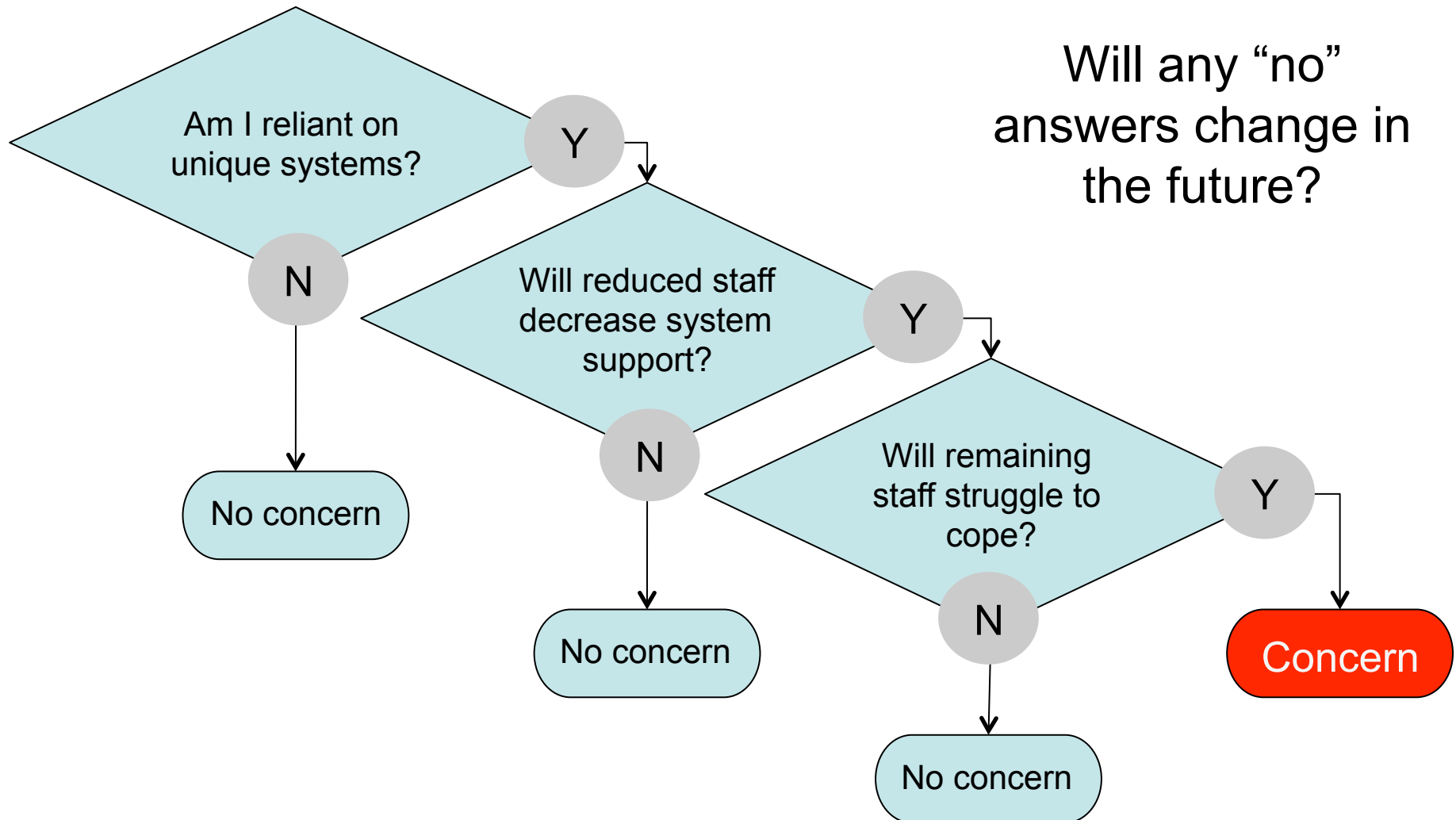
- IST has reserved a special allocation for this program
 - Pilot beginning this month
- IT CAP team
 - 1 PM, 1 Analyst and a small number of domains experts
 - Complimentary skills, broad capability
 - Some initial training
 - Creation of a response room
 - Bounded process for responding to crisis
- Response team will leverage documentation
 - Allows rapid response to system crisis





Key Questions

Will any “no” answers change in the future?





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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

Questions?