UCSB Business IT Forum
the future of enterprise IT services at UCSB

February 7, 2014
A discussion about

SHARED RESOURCES
Four Questions

1. How does Enterprise IT affect campus business?
2. Why does ETS matter to me?
3. What changes should I expect?
4. How will I interact with ETS?
1. a project or activity that involves many people and that is often difficult

2. a business organization

3. the ability or desire to do dangerous or difficult things or to solve problems in new ways

Merriam-Webster Dictionary
Enterprise IT

... how we plan, deliver, and manage IT that enables the University to conduct its business and achieve its mission.

Inherently, enterprise IT is broadly utilized; essential across functions; and delivered as increasingly powerful and integrated systems.
Ensure the business of the university is done efficiently with managed risks by bringing together a diverse palate of skills where appropriate.
IT Organization Evolution

- Ad hoc
- Decentralized
  - Centralized
  - Federated
Ad Hoc IT

• driven by localized needs
• a unit responds to their needs
• may not have long-term vision or goal
• useful in a limited environment
Decentralized IT

Every department has its own dedicated internal IT department.

At the enterprise level, there appear to be multiple, redundant IT organizations, but from the perspective of an individual line of business, IT feels centralized.
Centralized IT

All IT infrastructure and application services throughout each line of business (LOB) in the organization are delivered by a single internal IT organization.
Federated IT

Infrastructure and enterprise level application services are offered centrally to the entire organization.

Specific tools and specialized services are offered by dedicated IT organizations.

Enables shared learning across all IT entities to understand and solve problems.
What is ETS

ETS represents a campus move to a federated organizational model for IT.

Relationships between ETS and division/department IT units are essential to campus success.

Leverage capabilities across organizations.
## What’s different with Enterprise IT?

<table>
<thead>
<tr>
<th></th>
<th>Local IT</th>
<th>Federated IT</th>
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</thead>
<tbody>
<tr>
<td><strong>Costs</strong></td>
<td>Covered by the local organization</td>
<td>Spread across the enterprise</td>
</tr>
<tr>
<td><strong>Support</strong></td>
<td>Dependent on the local organization</td>
<td>Standardized to sufficiently high level</td>
</tr>
<tr>
<td><strong>Projects</strong></td>
<td>Address proprietary needs</td>
<td>Driven by campus priorities</td>
</tr>
<tr>
<td><strong>Services</strong></td>
<td>As needed by the local organization</td>
<td>Based upon the objectives identified by stakeholders across the enterprise.</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td>Local security may impact the enterprise</td>
<td>Policies and standards based security implemented collaboratively.</td>
</tr>
<tr>
<td><strong>Maintenance</strong></td>
<td>Addressed at the local organization</td>
<td>Leveraged across the organization</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>Limited collaboration</td>
<td>Collaborate in enterprise IT</td>
</tr>
</tbody>
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Review

How does Enterprise IT affect campus business?
How We Got Here

1. Long held perceptions of central IT
2. IT Roadmap (2005)
5. Gartner Campus IT Assessment (Aug - Oct 2013)
3 Strategic Initiatives

1. **Deliver** a set of enterprise services that improves overall service quality and consistency across the campus.

2. **Build** and expanding key functions that are fundamental to supporting achievement of campus goals.

3. **Create** a central IT organization that enables economies of scale and improves overall IT service delivery while maintaining local agility.
What is changing?

LOCAL, DECENTRALIZED

coordinated enterprise perspective
How ETS Reflects the Change

1. Expand and enhance enterprise IT services
2. Create an Enterprise Service Desk
3. Improve maturity of key processes to support enterprise IT services
4. Formalize enterprise IT services through a service catalog
5. Improve the IT funding model
6. Create a Business Relationship Manager Role
7. Create an Enterprise Architecture Role
8. Develop an Enterprise-wide IT Strategy
9. Establish an Enterprise IT PMO
10. Move from a highly decentralized IT operating model to a federated operating model
11. Create a Central IT organization under the CIO to deliver enterprise services
12. Ensure strong governance structures to guide the federated IT organization
Communications Services

OIST

IS&C
Information Systems & Computing

Administrative Services IT

The ETS Family Tree
**Rationale**

- **Customer Needs**
  - Relationships
  - Agility

- **Institutional Needs**
  - Economies of Scale
  - Service Consistency
Enterprise Efficiency

Financial System

Data Warehouse

PPS & UCPaht

Identity Management

IT Service Desk

Productivity in delivering the mission

Campus Customer
Promoting Efficiency

- Infrastructure
- Services
- Systems

1 Unit
Reliability + Accessibility = Predictability
Review

Why does ETS matter to me?
The Past 3 Months

• Recruit key positions
• Transition groups to ETS
• Space review & allocation
• Job description development
• HR review of positions & moves
• Finalize budget
• Stakeholder meetings
Current ETS Services

Advanced Connectivity Solutions
Cable Television
Campus Cellular Services
Campus VPN
Colocation Services
Connect
Data Warehouse
Departmental E-Mail Service
I-Mail and Calendar
Identity and Directory Service
Library Proxy Service
Mailing List Service
Mainframe Services

Network Infrastructure Planning
Network Infrastructure Services
North Hall Data Center
Websites
Web Analytics
Telephone Services
Thin Client
Two-Way Radio Services
U-Mail Student E-Mail
Video Surveillance as a Service
Windows Server Support
Workstation Support
Current ETS Projects

1. Connect
2. Financial System
3. UCPath
4. Electronic Timekeeping
Our Challenge

Creating a New Starting Point
Concerns About New Systems

1. Workload in departments
2. Lack of training
3. Too many changes
4. Lack of communication
5. Problems with systems
6. Awareness of complexity
7. Lack of planning
8. Burden on staff
9. Lack of consultation

2013 System Communication Network Survey
The Next 6 Months

1. Assessment of campus IT needs.
2. Service library development.
3. Develop service descriptions.
4. Transition selected enterprise systems.
5. Develop and implement a service desk.
6. Implement changes to campus IT governance.
7. Develop an ETS roadmap.
8. Establish formal communication channels.
9. Develop initial policies.
IT Needs Assessment

Who: department business & academic leaders

What: survey to assess IT needs and effectiveness

When: Spring, 2014

Why: determine IT priorities for the next 3 years
Review

What changes should I expect?
IT Governance

- IT Board
- Executive Vice Chancellor
- Chancellor
- IT Council
- Chief Information Officer
- Division or Department Senior Business and IT Personnel
Advisory Committees
(under development)

• Academic Technology Users
• Administrative Technology Users
• Research Technology Users
• Campus Data Center
• IT Managers/Partners
Governance Roles

- Stakeholders: Express Needs & Preferences
- Advisory Committees: Impacts & Possible Scope
- IT Council: Priorities
- IT Board: Funding (where needed)
ETS Communication

- Website
- Newsletters
- Systems Speak Info Sessions
- Systems Communication Network
- Social Media
- Departmental Presentations
- Stakeholder/Partner Forums

WWW.ETS.UCSB.EDU
Review

How will I interact with ETS?
QUESTIONS