CASE WESTERN RESERVE UNIVERSITY EST. 1826

ITS
Operational Excellence

An Organizational Priority

Update 10/12/2010

Definition

IT Operational Excellence is the effective and efficient delivery of information technology and service required by the end users that add measurable value to the University Community

Data P0/P1:

	Outages	Outage Hours
Jan – March 2010	86	3,623
Apr – June 2010	21	1,609
July – Sept 2010	15	198

Campus Quotes

- ”I am not used to an environment where we are not monitoring what our students are doing” President Snyder
- "I am on the ITS finance committee and I know what your budget is. You get money whenever you need it. I think it is terrible that we put all this money in and can not even get basic services to work“
- "It is terrible that I need to use Hotmail instead of our own service because I at least know that if I send from Hotmail--The person will get the mail. Right now, I have no faith in mail and only use my CWRU account when I have to“
- "How could you not know about the 25 students using all of that bandwidth?“
- "Why did ITS not anticipate a student adjustment to another file share method after shutting off DC++?“
- "If the entire university is moving to a web based email application, wouldn't that use more bandwidth and pipe? What did you do in advance to make allowances for that shift?“
- “ITS does not have a good reputation across the campus” Dean

New Campus Quotes

- “We are seeing terrific improvement in ITS” – Sr. Administrator
- “ITS is doing really good things these days. You should give a report out at the President’s Council”
- “I would like to talk to ITS about moving my servers into their data center”
- “I am interested in getting cold space for my storage and servers from ITS”
- “We should get out of hosting and managing IT technology. We should talk to ITS about what they can offer”
- “I am really impressed with what ITS has been able to do. What has taken years to do, has been accomplished in a matter of weeks” – Case VP
- “I want you to look at what ITS can do for us” – Researcher to local IT Administrator
- “I do not know what you have done….but the Dean is interested in talking to you about what you can do”

Elements

Organization
Process
Technology
Financials
Communication
Drives
Operational Excellence

Current State

- Develop List of Critical Service ✓
- Service Level Agreement Development ✓
- Performance & Availability Measurements ✓
- Process Improvements:
  - Change Management ✓
  - Problem Management ✚
  - Project Management ✓
  - Communications Improvements ✚
  - Use of Monitoring/Management Tools ✚
- Technology Simplification ➔
- OpEx Advisory Group ✓
- Funding Mechanisms ✚

✓ Completed

✚ Improvement

➔ Identified-not started

Next Steps

- Organization
  - Permanent leadership team
  - Re-alignment to meet current and emerging needs
- Process
  - Service management
  - Vendor management
  - Continuous improvement
- Technology
  - Simplification
  - Leverage vendor partners
- Financials
  - Funding mechanisms…internal/external
  - Total cost of IT
- Communications
  - Continuous improvement

List of Critical Services (revised)

Active Directory Service
Blackboard
Cable Television
MediaVision Courseware
Google Mail
CWRU iTunesU
CWRU Wiki
CWRU YouTube
Data Warehouse
ERP Financials
ERP HCM
ERP SIS
help.case.edu
Internet Service
LaunchPad
LDAP
Single Sign On
Software Center
CWRU Calendar
VPN
Telephones (VOIP)
On Campus Network
Off Campus Network
Adobe Connect
eStore
Wireless Network
Databases
Video Conferencing
CWRU Blog
Course Evaluation System