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:

<table>
<thead>
<tr>
<th>Period</th>
<th>Outages</th>
<th>Outage Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan – March 2010</td>
<td>86</td>
<td>3,623</td>
</tr>
<tr>
<td>Apr – June 2010</td>
<td>21</td>
<td>1,609</td>
</tr>
<tr>
<td>July – Sept 2010</td>
<td>15</td>
<td>198</td>
</tr>
</tbody>
</table>
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 Measurement
- Process Improvements:
  - Change Management
  - Problem Management
  - Project Management
  - Communications Improvements
  - Use of Monitoring/Management Tools
- Technology Simplification
- OpEx Advisory Group
- Funding Mechanisms

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