

# IT Centralization Leadership Summit Monthly Meeting

Presented By: Mike Kubit + Senior Leaders Thursday, May 12, 2016



#### Centralization: Goals

- Reduce and effectively manage the risk profile of CWRU;
- Ensure business continuity and disaster recovery readiness by leveraging best-practices across the university;
- Improve the "IT experience" across all areas of the university; and,
- Optimize the university's investments in information technology.



### Centralization: Guiding Principles

- Moving culture of "us vs. them" to "we";
- A new destination; and,
- Honoring the culture and structure of CWRU.



## Information Technology: Mission

Support and enhance the academic and research mission of Case Western Reserve University through responsive service management, enabling infrastructure, effective administrative systems, and innovative solutions.



## Information Technology: Vision

A preeminent organization that empowers CWRU's transformational teaching, learning, and research.



#### **Adaptability**

We value the ability to remain flexible and responsive to change. We value the input of others and maintain a positive and open attitude towards new ideas. Once a decision has been made, we adjust accordingly and strive to do our best work.



#### Service Excellence

Serving faculty, students and staff is our reason for existing. We continually seek to understand the needs of those who depend on us and strive to exceed their expectations.





#### **Collaboration**

We work in a collaborative, cooperative, team-driven environment that encourages both individual and shared excellence in striving to achieve our goals. We value the mutual respect that true teamwork entails.



#### **Innovation**

We thrive in a culture that is dynamic. We seek, develop and test new ideas to advance the University. There is often no one right answer to a problem, but experimentation drives many projects, efforts, assignments and ultimately opportunities for solutions and continuous improvement.



#### **Integrity**

We revere honesty and adhere to the highest ethical standards in our daily work. We strive for transparency in our operations.





#### Centralization: Campus Engagement

- **Brown Bag Lunch Series** 
  - √ 3/17, 4/21, 5/19
- Combined IT Sr. Leadership/CTO Meetings
  - **✓** 4/12, 5/10
- IT Centralization (IT Leaders & Finance Directors)
  - 2/22, 4/14, 5/12
- Administrative Professionals Information Sessions
  - ✓ 4/21, 4/28
- IT Centralization Working Groups

  ✓ Meeting bi-weekly



#### Centralization: Executive IT Support

- All departments transitioned;
- Feedback significantly positive;
- Creating new endpoint strategy for a consistent computing strategy;
- Implement new, managed service for private/shared documents (auditable security controls/secure remote access);
- Provide managed desktop solution for Mac devices;
- Move documents from endpoint devices, external drives and obsolete servers;
- Develop standard purchasing configurations; and,
- ITS reallocated two FTE to augment.





#### Centralization: UGEN Consolidation

- Approximately 30 persons identified as "IT workers";
- Meetings with management centers to clarify roles;
- Using guidelines developed by Centralization Personnel Assessment Team;
- Transition scheduled for 7/1, following 30 day intent to transition memo required by Human Resources;
- Transition Completed: Student Affairs;
- Investigative Meetings: Facilities, Campus Services,
   Student Financial Services, Controller's Office, KSL;
- In Transition: Advancement Services, Research Administrat
- Still Investigating: Environmental Affairs, Health Sciences Library.

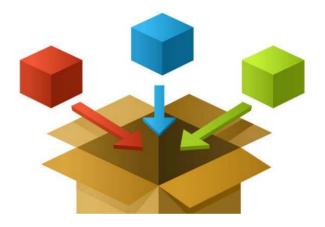




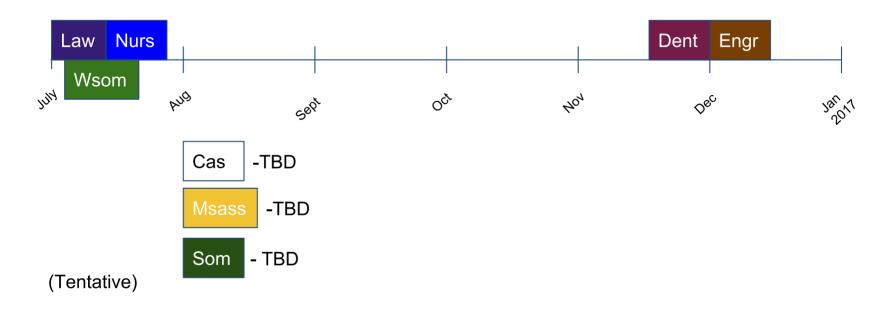
#### Centralization: Schools + College Consolidation

#### Dean and Senior Leadership Meetings:

- WSOM (Feb 24) Follow up meeting to be scheduled
- CAS (Mar 21) Follow up meeting to be scheduled
- NURS (May 9)
- DENT (May 9)
- SOM (May 24)
- CSE (May 26)
- LAW (June 6)
- MSASS (June 13)



### Centralization: Schools + College Consolidation



# Centralization: UGEN Consolidation Summary

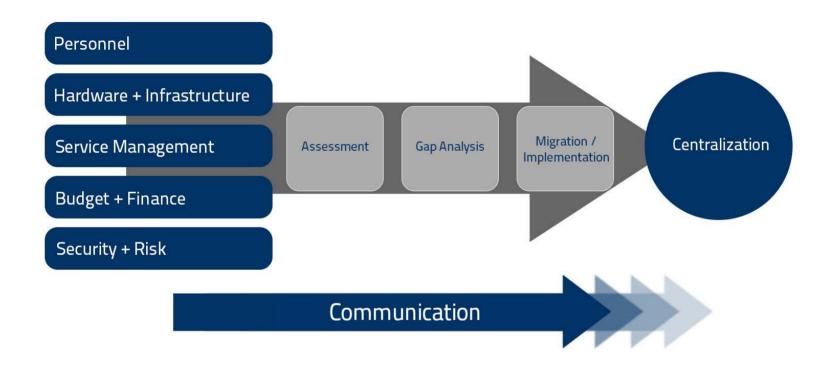
Currently 20 FTE Impacted

<u>Department</u>	<u>FTE</u>	<u>IT worker</u>	<u>Status</u>
Facilities	1	1	Transition
Campus Services	4	0	No change
Student Financials	2	0	No change
Environmental Affairs	1	-	Investigating
Controller	1	0	No change
Human Resources	1	-	Investigating
Advancement Services	6	6	Transition
Kelvin Smith Library	2	2	Transition
Public Safety	2	-	Investigating
Research Administration	4	4	Transition
Student Affairs	7	6	Transitioned





#### Centralization: Assessment Teams







**Assessment Teams Status and Updates** 





## **Communications Assessment Team**



#### Assessment Team Update: Communications

- Meeting; Wednesday 5/18
- Design three-month communications plan
- Implement internal/external SWOT recommendations
- Continuous Centralization website updates; feedback mechanisms; plan promotion
- Brown Bag Lunch Series; monthly third Thursday
- IT Leadership Summit Monthly Meetings
- Email campaigns; oneIT Google Group
- Updates in the daily
- NAME IT
- Communications support for Assessment Teams





### Assessment Team Update: Communications

- Identify website updates for Centralization; hiring website architect for website summit
- Partnership with UMC
- Possible blog
- Alignment with strategic plan
- Alignment with Projects LIVE
- Alignment with "Back to School" activities
- Series of success story videos
- Social media campaign







# Hardware, Infrastructure + Applications Assessment Team



#### March Activities:

- Completed and approved charter;
- Two sub-committees formed;
  - ✓ First committee focusing on how to assess the risk of the servers; move riskiest servers to the data center; and
  - Second committee working on a end-point strategy for the university.





#### **April Activities:**

- Risk Assessment Committee
  - ✓ Google Form completed; gathers data about the servers located outside the data center;
  - ✓ Risk analysis form underway;
  - ✓ Email to Deans from Sue; informed all that assessment was taking place; and
  - ✓ Business analyst assigned to create process for accessing data center and review/improve methodology for moving servers into the data center.





#### **April Activities:**

- End-Point Assessment Committee
  - ✓ First draft completed

#### **May Activities:**

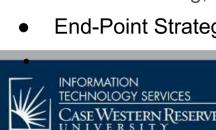
- Risk Assessment Committee
  - ✓ Risk analysis form completed;
  - ✓ High-level project plan created;
  - ✓ Assessment for server inventory complete;
  - ✓ Network scan complete; and
  - ✓ Form to Sysadmins pending (School of Medicine, 5/13).

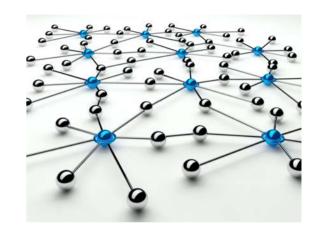




#### **Ongoing Activities:**

- Risk Assessment Committee (continued)
  - ✓ Move Phase One: MSASS, Nursing, Dental, Law (completed), Weatherhead
  - ✓ Move Phase Two: (July 2017): School of Medicine, Engineering, Arts and Science
  - ✓ Network scan/review Deny Protect Results (July 2017)
  - ✓ Review/update support processes: Patching, back-up, monitoring, change management; data center access
- End-Point Strategy Committee (no movement)







# Service Management Assessment Team



- Completed Service Management charter
- Held Service Management discussion on 3/23
- Created SWOTs of both of the Service Desk and Desk Side Support; Initial requirements for the future Service Desk
- Service Management subgroup met 4/6 to continue moving forward with charter items and review of 3/23 discussion
- Met on 4/15, 5/4, 5/19 and 6/3





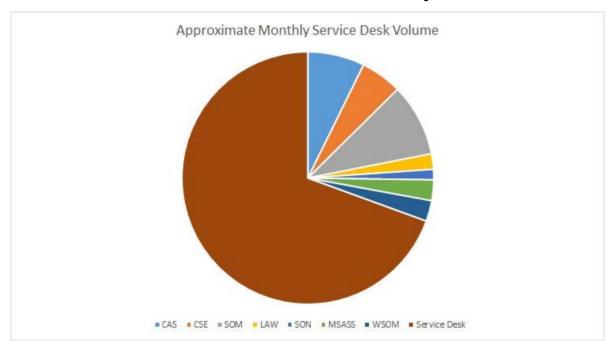
- Completed gathering of high level service management data; Distributed IT areas need to identify current state volume, that is one potential gap identified
- Developing graphs and summary of data
- 50% complete on gathering detailed list of services from distributed IT areas; starting to organize and group those services into categories to have completed by 5/30



- From 3/23 Service Management Discussion and initial meetings, recommend starting process to gather requirements and identify a replacement for Footprints
- Starting regular meetings with CDI on next steps
- Ongoing discussions with CDI to continue to improve level of service - focusing on Self-Help, better Dashboard, reviewing Incident Model, cleaning up Knowledge Base articles







Approximately 25% - 30% additional volume not tracked through Footprints.





**Budget + Finance Assessment Team** 



- In February, approved how salary and non-salary IT expense should be budgeted for FY17;
- In April, charter approved by the Business Officers; and
- FY17 budget guidelines reviewed IT centralization effort
  will be a thoughtful and collaborative process; continued
  throughout FY17; IT personnel will move into a central
  organization; all management centers budget both salary
  and non-salary IT expense on a business as usual basis for
  FY17.





- Once staff transferred, salary will be distributed from the central IT organization to the transferring management centers.
- Discussed requirement to quantify IT expense, as well as the process to start gathering the data from the management centers.
- Management center business officers agreed to provide management center non-salary expense data.
- In addition, IT expense data can be gathered from Procurement and PeopleSoft.





- FY17 budget submission to the Office of Planning and Budgets by May 6
- Measure efforts to optimize IT spend, must quantify the baseline going level of IT spend across the university:
  - ✓ Business officers will report FY16 budgeted non-salary IT expense
  - ✓ Procurement compile reports for FY15
  - ✓ For transparency and understanding, ITS will provide business officers an overview of FY16 and proposed FY17 IT expense.





- Next meeting: May 19
- Topics for discussion/consideration:
  - ✓ Establish sustainable methodology for costing, direct chargebacks and indirect cost allocations to support both school-specific and enterprise-IT requirements
  - ✓ The methodology must address the reality / challenge of 0% year-over-year change in the non-salary budget







Security + Policy Assessment Team



### Assessment Team Update: Security + Policy

- ✓ Established charter and #slack channel
- ✓ Scheduled ongoing meetings on Thursdays for 90 minutes each.
- ✓ Refined scope of to focus on IT Centralization and security/policy needs.
- Reviewed various policy needs and completed a ranked list of new policy guidance needed.



### Assessment Team Update: Security + Policy

- ✓ Reviewed the current security policy list and created a list of changes and updates.
- ✓ Reviewing the IT-28 Risk Mitigation policy as a model for our deliverables both for this workgroup and from the Deloitte Review
- ✓ Continued to discuss Risk Mitigation policy
- ✓ Reviewed personnel policies, in particular security awareness training and in-depth security knowledge requirements for Power Users/Administrators





### Assessment Team Update: Security + Policy

- ✓ Outlined need for consistent policy for what roles and access are provided to student IT employees.
- ✓ Discussed the disparity of IT resources provided to Central IT staff (e.g. smart phones) deemed essential to work where distributed IT were not provided with university-funded phones, and other equipment.





# Personnel Assessment Team



- Charter approved by the CIO and then presented to the working group.
- ✓ Meetings set for weekly 90 minutes sessions.
- ✓ Primarily focused on creating required guidelines outlined in the charter, a parallel activity was undertaken to create the required census of IT workers at the university.
- ✓ Requested change in the charter's language related to the sets of guidelines.





- ✓ As a result, guidelines created for (1) differentiating IT work from non-IT work, and (2) deciding whether someone carrying out IT work should be a part of the new university IT organization rather than a part of some non-IT organization.
- ✓ First set of guidelines (for IT work versus non-IT work) was near completion and the group began focusing on the second set of guidelines.





- Group requested and was granted a two week extension for completing the two sets of guidelines.
- ✓ Identification of IT staff at the university was complete for all non-UGEN groups except for final confirmation from the IT directors for CAS and MSASS. Identification of IT staff for UGEN was well underway and also very near completion.



#### March:

- First set of guidelines was frozen and members were invited to make any final comments they might have.
- ✓ CIO requested that the group spend additional time on the IT work versus non-IT work guidelines to reduce the activities assigned to "gray areas".

### April:

✓ Presented a revised set of guidelines to the CIO.



### • April:

- ✓ Also recommendations that (a) future IT position requisitions should be screened by HR and vetted by the CIO and (b) IT staff who do not become part of the new university IT organization should have a welldefined relationship with the new IT organization.
- ✓ Tina Oestreich joined as co-chair.
- ✓ Group asked to provide recommendations for professional development and activities for unified culture in the new IT organization.





- May:
  - ✓ Discussed ways to further clarify the status of business analysts, process analysts, systems analysts and programmer analysts vis-a-vis being IT work or non-IT work.





Questions + Feedback



### Centralization: Working Group Topics

- Core IT team staffing requirements for each school
- Low-hanging fruit for professional development
- Building community and trust in the new IT organization
- Structuring support across the enterprise. Core requirements
- Improving communications across IT
- Ideas to engage IT staff in the centralization process

