IT Consolidation

Dana Roode
Assistant Vice Chancellor
Information Technology

IT Consolidation Status

- Phase 1, Summer 2009:
  - AdCom, NACS, Academic Affairs Computing, Office of Research IT, and Graduate Division IT combined as Office of Information Technology (OIT)
  - Help desk, desktop support, data center, information security teams from these units have been merged
  - Programming teams linked through OIT Directors and through information, expertise, and tool sharing
- Phase 2-4, Spring-Summer 2010:
  - Remaining IT units in administrative areas moving organizationally into OIT
  - Initial emphasis is on building relationships, solving problems, and getting things done
  - Full integration of IT services will be incrementally built on this foundation over coming months and longer

Strategy and Approach

- Maintaining strong ties between IT staff and functional units while building ties between IT groups / OIT
- Sharing expertise, facilities, services and tools
- Emphasizing problem solving and critical project / task completion (coping with IT staff attrition)
- Making changes only to achieve helpful results
- For now, leaving most IT staff co-located with functional units (avoiding disruption of unit operations)
- Increasing the visibility of IT needs and opportunities campus-wide to facilitate joint problem solving and leveraged efforts and investments
  - *Listening and understanding*

It’s a New World

- Virtualization of eight Grad Division/Office of Research servers and five Academic Affairs servers by AdCom/AA/OR/NACS team onto GD systems in Student Affairs Data Center
- NACS staff covering Student Health IT vacancy for 4 months
- AdCom staff and programming tools brought to bear on critical Office of Research and Grad Division projects
- Laid-off school programmer hired by OIT making great strides in Grad Division and Undergraduate Education Assessment application implementation
IT Oversight Committee

- Guidance on / review of consolidation plans and issues
- IT Governance, prioritization of major IT initiatives and future acquisitions

**IT principles to guide decision-making**
1. Information Technology is a strategic campus resource.
2. Data are critical institutional assets.
3. The foundation for UCI Information Technology operations is a comprehensive central organization that works in close cooperation with individual units.
4. Maximize return on investment by leveraging shared, commercial, and existing campus solutions.
5. Provide robust, standards-based services to the university community, while also addressing specialized requirements through support efforts dedicated to specific units.
6. Innovation through Information Technology is encouraged in a disciplined context that allows thoughtful assessment and can benefit the campus.
7. Services are built on a standard architecture and integrated with other core services.

IT Oversight Committee

Ramona Agrela, Associate Chancellor
Kevin Ansel, Director, Student Affairs IT, OIT
Bill Cohen, Director of Computing Support, ICS
David Leinen, Assistant Dean, Social Sciences
Frances Leslie, Dean, Graduate Division
Rich Lynch, Associate Vice Chancellor, Budget
Paige Macias, Associate Vice Chancellor, A&BS
Marie Perezcastaneda, Director of Business Services, OIT
Lynn Rahn, Assistant Vice Chancellor, University Advancement
Dana Roode, Assistant Vice Chancellor, OIT
Sharon Salinger, Dean, Undergraduate Education
Mark Warner, Associate Vice Chancellor, Office of Research
Ted Wright, Associate Professor, Cognitive Sciences
Brent Yunek, Assistant Vice Chancellor, Enrollment Services

OIT Help Desk

- Former AdCom Help Desk Team (x4-8500):
  - 4 career staff
  - Admin applications and A&BS desktop computer support
  - About 3,000 mostly staff clients
- Former NACS Help Desk Team (x4-2222):
  - 5 career staff + students
  - Network, email, academic computing services
  - As many as 30,000 faculty, staff, student clients
- Teams merged organizationally, co-located (Lot 16 Modulars)
- Teams cover for each other depending on call volumes
- Cross-training ongoing
- **Broad** range of technical expertise must be covered
- Goal: triage to direct callers to the individual with the right expertise

OIT Help Desk

Cheryl Watt
Client Support
Office of Information Technology
OIT Help Desk

• Starting point for all routine support calls to OIT
  • Does not replace direct relationships between OIT specialists and their clients
  • You are free to call anyone, but we can only guarantee response through the help desk

Administrative Computing and Desktop Support:
• Call 4-8500, email – helpdesk@uci.edu
• Everything else, 24/365 support:
  • Call 4-2222, email – oit@uci.edu
• Either phone number or email address will work
• Footprints “Tracks” software used to track requests
  • Email status reports to clients as request is handled

OIT Desktop Support Team

• Staffing:
  • Former AdCom, Academic Affairs, & Office of Research desktop staff form new 7 person OIT team
  • Additional temporary manpower from other OIT teams due to increased workload (from deferred upgrades, increased support expectations, other factors)

• Responsible for 1,000 desktops, 63 smart-phones
• Will incrementally assume responsibility for additional areas from units brought into OIT (as workload allows)
• Support strategy:
  • Current “primary/secondary” approach from A&BS
  • Will evaluate additional options to ensure staff familiarity with unit IT environment and personnel

OIT Client Survey (January 2010)

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
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<tbody>
<tr>
<td>Help Desk</td>
<td>68%</td>
<td>27%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Desktop</td>
<td>64%</td>
<td>30%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Application</td>
<td>54%</td>
<td>37%</td>
<td>7%</td>
<td>2%</td>
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<tr>
<td>Overall</td>
<td>52%</td>
<td>42%</td>
<td>6%</td>
<td>0%</td>
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</tbody>
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- 340 responses (40% response rate)
- 210 textual comments:
  - 74%: positive feedback regarding support interactions or how well the integration of IT functions was going
  - 18%: reflected specific support issues that OIT needed to follow up on, or general areas in which the responder felt OIT needed to improve service
  - 4%: pertained to the downsides of routing calls through a central IT organization rather than directly to local support staff

Your Feedback is Essential

• Periodic client surveys are planned, as are “after interaction” spot checks
• Call us to discuss issues/ideas at any point
• Help Desk:
  • Dee Cart: DLCart@uci.edu, x4-4300
  • Carol Jackson: CJackson@uci.edu, x4-6844
  • Cheryl Watt: Cheryl.Watt@uci.edu, x4-7367
• Desktop Support:
  • Jeremy Paje: JPaje@uci.edu, x4-2731
  • Brian Buckler: BBuckler@uci.edu, x4-7955
• http://www.oit.uci.edu/help
Application Development and the Consolidation

Eric Taggart
Graduate Division/Office of Research
Office of Information Technology

Business Unit Applications

- Our (and your) custom apps are essential to a vibrant campus
- Whether built, bought or borrowed, they must be kept healthy and current
- They must be improved over time as needs evolve

Common Challenges

- We all have long lists of needed enhancements
- Our developers often support broader IT services
- Older technologies increase maintenance efforts and costs
  - And limit our ability to make improvements
- Many of our info and services are siloed
  - And sometimes we’re isolated from the rest of the campus
- We need more services that are integrated across campus
  - Currency, Consistency and Security

New Solutions

- Distribute IT work more effectively with a campus-wide scope
- Easier communication and coordination
  - With a renewed culture of cooperation and support
- Build greater shared vision and priorities for addressing challenges
- Leverage and expand the best systems and ideas from across the campus
OIT Transition

- Identify unmet business unit needs, threats and risks
- Inventory and assess software and database assets
- Plan for moving forward
  - Support business unit goals
  - Consistent communication with management and staff
  - Leverage use of OIT Service Groups
  - Address priority needs and challenges
  - Improve overall currency, consistency and security

Benefits of Consolidation

- OIT service groups are better able to handle "commodity" services
  - Helpdesk, Desktop Support, Server Support, Security
  - These expert groups have broader and deeper knowledge
- Our developers can focus more time on business units apps and databases
  - They retain essential business systems knowledge built over many years
  - They retain ongoing close contact with business unit management and staff
- It's easier to communicate needs and ideas across many technology areas

Benefits to Our Developers

- Access to more experts
  - Security, Database Admin, Application Architecture, Programming Tools/Techniques
  - Share own expertise with others
- Strong Methodologies
  - Project Management, Software Development Life Cycle, Change Control, Quality Assurance
- Focus on Standards
- Campus-Wide Services
  - Customer Trouble Tickets (Footprints), Software Development Tracking (JIRA), Collaboration (Wiki)
  - Portal, Datawarehouse, Security Testing
  - New services as supported campus-wide standards
Pre-Consolidation Questions

- How would my job function change?
- With all those experts between the previously known NACS and Adcom, where would I fit?
- What would happen to project “X”?

Improved Customer Support

- Improving the standardization and maintenance of documentation for projects
  - enterprise wiki
  - ticketing system
  - track and trend my current operations
- Allowing the concentration on Application support by covering Desktop needs.

Early Consolidation Discoveries

- There are many experts that can be tapped for information and assistance
- They are just as stretched as any other IT unit as far as manpower (there is a seemingly endless demand for campus IT support)
- Big push to use systems collaboratively to accomplish a UCI wide goal, without ‘re-inventing the wheel’.

Student Affairs and Consolidation

Kevin Ansel
Student Affairs
Office of Information Technology
Student Affairs Consolidation

Kevin Ansel
- OIT Liaison for Student Affairs IT (outside of Enrollment Services)

SA Departments included through full OIT reporting:
- Counseling and Health Services
- Dean of Students
- Student Affairs Technology
- Student Housing

OIT Affiliates

Affiliate Reporting Into OIT:
- IT staff remain in units with a dual reporting into OIT
- Focus is on collaboration and integration into campus IT efforts with OIT providing direction and assistance
- Long-term goal is to fully integrate into OIT

OIT Affiliate Departments from Student Affairs:
- Bookstore
- Campus Recreation
- Student Center
- Student Government (ASUCI)

Enrollment Services

Enrollment Services IT will join OIT later this spring under a OIT Director being recruited by OIT/ES

Units of Enrollment Services:
- Center for Educational Partnerships
- Office of Admissions and Relations with Schools
- Office of Financial Aid and Scholarships
- University Registrar

Consolidation Efforts

- ResNet and OIT helpdesk working together to provide after-hours support for live-in students
- OIT has been consulting with Student Housing on the room assignment / accounts receivable development project
- Decision on the use of OIT’s helpdesk reporting software, Footprints
- OIT had been providing additional support to the Student Health Center
- Co-location of server equipment in the Student Affairs server room
Consolidation Efforts (Continued)

- Worked together in hiring a new Programmer Analyst
- OIT has been assisting in some areas of desktop email support
- Working together on email accounts moving to OIT servers allow SA to decommission email servers
- Collaborative meetings about support, security, project management, and desktop standards

Future Plans

- Continued email consolidation
- Shared help desk and desktop support
- Shared programming, web, and application development
- Participation in campus wide applications & standards:
  - Web accessibility
  - Desktop standards
  - Content Management System
  - Server co-location and virtualization
- Combining ZotPortal and SNAP into one campus portal
- Shared software licensing and hardware opportunities