Information Technology Consolidation

December 16, 2009

Background

The February 2009 ASM Big Ideas IT Workgroup report suggested:

"Consolidate AdCom, NACS and all other IT groups in administrative areas into a single IT organization. In addition to efficiently addressing central IT needs, provide commodity IT services to academic units through the new consolidated unit. This will allow academic units to focus on the unique requirements of their respective schools."
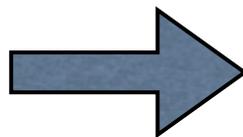
Consolidation Goals

▶ Improving the overall efficiency of delivering campus IT services -- *not immediate new cost savings*

▶ Not replacing staff is saving significant expense, and the consolidation will help maintain service despite staff losses

▶ Removing duplication of effort will avoid future costs and ensure maximum return on future investments in IT

▶ Future investments will be guided by a campus-wide view of needs and priorities and made in the context of an integrated technology environment

Provost Gottfredson made the decision to move ahead with an initial phase of consolidation while at the same time assessing additional consolidation.

Administrative Computing Services (AdCom), Network and Academic Computing Services (NACS), Office of Research Information Technology, Academic Affairs Computing Services, and Graduate Division Information Technology have joined forces as the Office of Information Technology (OIT).

Unit	Staff	Function
AdCom	58	Administrative application maintenance, development and operations
NACS	90	Network and telecommunications; campus-wide email, file sharing; campus IT coordination; educational computing; research computing
Academic Affairs Computing Services	4	Desktop, file and email service, programming support for Chancellor, EVC, Counsel, Academic Personnel, Equal Opportunity, Ombudsman, Academic Senate
Office of Research IT	7	Desktop, file and email service, software maintenance and development for Office of Research (Research Administration, Sponsored Projects, University Lab Animal Resources, Technology Transfer, etc.)
Graduate Division IT	1	File service, software maintenance and development for Graduate Division

IT Oversight Committee

Ramona Agrela, Associate Chancellor
Kevin Ansel, Director, Student Affairs IT Strategic Planning
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

Integration within The Office of Information Technology

Challenge: Keeping operations running smoothly and maintaining project progress while working on consolidation

Approach: Change only what must be changed to achieve helpful integration; we cannot afford to start from a "blank piece of paper" and come up with the "ideal" IT organization from scratch. We must make changes incrementally over time as needed.

First organizational changes in August focused on integration of "commodity" services:

Desktop Support

Help Desk

Data Center Services

Electronic Security

Desktop Support

▶ New OIT Team based on AdCom's desktop team
▶ Merged NACS, AACS, and OR-IT desktop into it
▶ Manager Jeremy Paje, Director Brian Buckler
▶ Now handling Academic Affairs, Office of Research and Grad Division support

Help Desk

▶ Moved AdCom and NACS help-desks under Director Cheryl Ast to work toward integration
▶ Adopted Footprints as OIT-wide request tracking system
▶ Now fielding calls for Academic Affairs, AdCom, Grad Division, NACS, and Office of Research
▶ Working on co-location of AdCom and NACS help-desks

Data Center Services

▸ AdCom and NACS data center services now report to Director Allen Schiano

▸ Campus view of data center needs taking AdCom, NACS and other facilities into account

Electronic Information Security

▸ Both AdCom and NACS electronic security groups now report to Director Marina Arseniev

▸ Facilitates provision of firewall, security penetration testing and other services to the campus

Academic Affairs Application Support

▶ Software application support for units previously supported by Academic Affairs Computing moved under Director Shohreh Bozorgmehri, with Henry Balanza as lead developer

▶ Takes advantage of Shohreh's pre-existing relationship with Academic Personnel and others

OR and GD Application Support

▶ Software application maintenance and development for the Office of Research moved under Director Carmen Roode; Manager is Dennis Wiedeman

▶ Application support for Graduate Division also moved under Carmen; manager is Eric Taggart

▶ OR and GD use similar development environments

▶ Takes advantage of Carmen's pre-existing relationship with OR due to Kuali COEUS Research Administration efforts

Windows System Administration

▶ New Windows Services Group created in October

▶ Manager Andrew Laurence, Director Brian Buckler

▶ OIT focal point for MS-Windows based services

▶ Integration of servers/services from consolidated units

Webmastering

▶ Will be creating an organizational group that focuses on maintenance of the 30 Web sites OIT supports for its clients and itself

▶ Also a likely commodity service for other units

▶ Will work closely with University Communications

▶ Campus Content Management System (Hannon Hill Cascade) will play a key role

OIT Directors - From AdCom

▸ Marina Arseniev - Administrative computing, architecture, security

▸ Cheryl Ast - Mainframe applications and services, Help Desk

▸ Carmen Roode - Administrative computing, Kuali, financial system futures, Office of Research and Graduate Division apps

OIT Directors - From NACS

▸ Shohreh Bozorgmehri - Academic and Network Applications (Including educational technology, DUE, Academic Affairs)

▸ Brian Buckler - Network, Desktop and Windows Services

▸ Steve Franklin - Academic Outreach

▸ Marie Perezcastaneda - Business Services

▸ Allen Schiano - Research Computing and Data Center Services, Academic Computing Director Liaison *(new!)*

<u>Staff Perspective on Advantages of Consolidation</u>

▶ Shifting desktop support and help-desk activities to OIT teams that have more expertise and can conduct support more predictably and efficiently. This has allowed applications staff to focus more exclusively on systems development.

▶ Discovering that we may already have a solution for someone's IT problem, and vice versa.

▶ Expanding the expertise that can be brought to bear on any number of challenges by providing easy access to technology and management experts with deep knowledge, skill and experience in many areas of specialization.

▶ Finding out about different skill-sets so that we can all be resources to each other; being able to work with staff who know a lot about specific aspects of computing.

Staff Perspective on Advantages of Consolidation

▶ Knowing more about projects going on around campus: the walls are lowering and in some cases disappearing, allowing for information flow.

▶ Opportunity to focus on aspects of a job that one finds more personally engaging.

▶ Not duplicating campus systems, as such time clocks and time reporting by individual departments.

▶ Providing well-documented and well-supported IT guidelines, practices and tools such as support issue tracking (Footprints), software development (SDLC methodology), software issue tracking and project management (JIRA), information security support, and back-end database administration.

Staff Perspective on Advantages of Consolidation

▸ Joining OIT allowed us access to full-time IT management. Previously our day-to-day work was dictated primarily by urgent operational requests. These requests haven't gone away, but we now have the ability to be much more proactive. Under OIT, our team has grown in both number of staff as well as in overall competency. We are now on the verge of completing a large scale development project that we could not have dreamed of completing three or four years ago.

▸ OIT management is in a stronger position to negotiate support for IT projects. Since our migration to OIT, I've seen more resources dedicated to IT needs, and I attribute this to the fact that IT concerns are more important here. Training and security are a given, for example. OIT leadership is well placed (and respected) to represent general IT expertise, campus/EVC or UCOP IT mandates, and general security concerns. to more technologies than we could have within the context of just working in a department

Consolidation going forward

Administrative units with IT staff:

▸ Completed initial discussions and high level assessment of administrative IT groups:

▸ Approximately 70 staff in 20 units:
- 9 with just 1 or 2 staff
- 8 with 3 to 7 staff
- 3 with 8 to 12 staff

Academic Personnel	1	Application support
Design & Construction Services	1.25	Commodity support and software applications
Distribution & Document Management	6	Specialized applications and other application support
Parking	3	Application Support
Institutional Research	3	Institutional data analysis and reporting
Enrollment Services (4 groups)	21	Application support for enrollment functions
Student Housing	10	Residential network support, applications
Student Affairs - Other (7 groups)	13	Commodity, software application, and other
Athletics	4	Commodity and software applications
University Advancement	10	Commodity and application support for donor management, alumni, UCI foundation accounting, etc
University Communications	2	www.uci.edu support

<u>Departmental IT Questionnaires</u>

▶ Some clear opportunities for improving efficiencies (such as):
  - 6 Exchange e-mail servers that can be integrated
  - Individual staff that must balance programming, desktop, and server support obligations

▶ Units have concerns:
  - Responsiveness of a large central organization
  - How local priorities will be viewed from a campus perspective
  - The role IT staff play in functional operations
  - Physically moving IT staff away from units

▶ Units see potential benefits:
  - Improved commodity IT support
  - Greater help-desk coverage for end-users
  - More clearly defined IT job responsibilities
  - Application development standards

<u>Administrative Unit IT Consolidation Plan</u>

▸ Based on information collected from units, reviewed by IT Oversight Committee and Provost

▸ Administrative IT staff to become organizationally part of OIT by September 30, 2010, while also maintaining strong ties to functional units

▸ IT staff roles will remain largely unchanged pending development of detailed integration plans in each area

▸ Units and unit IT staff will have a significant voice in building UCI's integrated IT environment, and governance mechanisms

▸ IT staff joining OIT will have a significant role in defining OIT's eventual organizational structure, values, technology portfolio, and service catalog

Commodity Services First

▸ Most fertile ground for realizing increased efficiencies

▸ Help-desk, desktop support, server administration, e-mail, data center, backup, disaster preparedness, etc.

▸ Integrate existing teams and incrementally deploy them to assume support duties in each area

Incremental Reporting Change

▶ While maintaining existing reporting relationships, start building ties to OIT

▶ OIT manager and unit IT leader (liaisons) work together, and with unit management and others to create initial unit IT integration plan

▶ Several months later, after review with unit and unit IT staff, start implementing integration plan and converting dotted line to solid line reporting

▶ With some exception, it will be "business as normal" for IT staff for quite some time, even after reporting changes

▶ Integration will continue incrementally over time

Physical Location of IT Staff

▶ Staff will retain current locations for the immediate future

▶ In the long run staff will be located where they can best serve their clients: co-located with functional units, in "regional" support locations, or in a central OIT location

Application Software Support

▶ Can't maintain applications solely with "pools" of interchangeable programmers

▶ Must have consistent core staffing in major application areas to maintain technical and functional knowledge, and strong ties to functional staff

▶ Being able to temporarily augment teams with additional programmers will be helpful in focusing on a priority project to get it done

Effort Prioritization

▶ Routine end-user requests will be fielded by the central help-desk

▶ Routine application support assistance (questions, bug fixes, small changes) will be fielded by staff dedicated to the application

▶ Larger requests, such as those that require resources beyond those allocated to an application area, will go through a new OIT process (under development) that will prioritize requests based on their "business impact"

▶ Still larger requests, such as those that require resources beyond those present in OIT, will go through a governance process to be established by IT Oversight Committee

▶ Exception: "funded requests" - requests from units who are able to fund required resources themselves

IT Governance

▸ IT Oversight Committee will define governance process that defines "decision making" rights

▸ Managers of functional areas served by OIT will have a strong voice in decision making (and will make functional decisions for their areas)

IT Standards

▸ A critical part of the foundation on which UCI's integrated IT environment will be built

▸ Collaborative processes to define and review standards; exceptions will be made to standards where required to meet unit needs

General Approach to Funding Changes

▶ IT staff positions and funding will move to OIT, as well as budgets for server hardware maintenance, software, and other non-desktop expenses

▶ Units will retain budgets and expense for desktop hardware/software and other items dedicated to them

▶ Funds already coming to OIT through recharge for services will be retained by OIT

▶ Units contributing IT staff who are served by newly integrated services will not be charged for those services

▶ Funding situation in units varies and OIT/units will have to work out details of how IT budgets transition in each case

<u>Phase 1</u>

▶ Already consolidated: AACS, AdCom, GD, OR, and NACS

<u>Phase 2</u>

▶ A&BS Distribution and Document Management, Student Affairs outside of Enrollment Services and Student Government, (through Kevin Ansel), University Advancement

▶ Timeline: dotted line (December 1), complete initial integration plan (March 1, 2010), begin to implement plan and solid reporting relationships (April 1, 2010)

Phase 3

▸ Academic Personnel, A&BS Design and Construction Services, A&BS Parking, Athletics

▸ Timeline: Establish dotted line reporting to OIT (January 11, 2010), complete initial integration plan (April 1, 2010), begin to implement plan and solid reporting relationships (May 3, 2010)

Phase 4

▸ P&B Office of Institutional Research, SA Enrollment Services

▸ Timeline: establish OIT and unit liaisons (January 11, 2010), complete initial integration plan (June 1, 2010), begin to implement plan and dotted-line reporting relationships (July 1, 2010)

<u>Academic Units</u>

▸ The Provost has asked OIT to look into factoring academic units (including the UCI Libraries and University Extension) into IT consolidation after administrative IT

▸ OIT will work with deans, school computing directors, and a faculty advisory group, on discussing how academic units could effectively take advantage of campus IT integration, taking into consideration their unique needs

▸ A variety of models will be explored; decisions will be made by Provost and the deans

IT Consolidation will require the engagement and assistance of all parties.

Questions?

Consolidation Plan Website:

http://www.oit.uci.edu/consolidation/plan/

Consolidation Overview:

http://www.oit.uci.edu/consolidation/plan/overview.php