SMB Update on Service Information Gathering

June 20, 2016
Overview

> Last year the SMB defined a new governance cycle (slide 2) and defined initial business capabilities
> SMB requested information from UW-IT about the business outcomes of IT services and how they map to business capabilities
> Initial interviews took place in UW-IT and set the stage for further information gathering
> UW-IT began bundling Service Offerings into “Business Services” to improve management
> The EA team in UW-IT is continuing work on
   — Evolving the business capabilities that SMB started
   — Gathering information from service teams, directors and AVPs
   — Creating a structured view of the UW-IT portfolio where stakeholders can “drill up” and “drill down” for more or less detailed information (slide 4)
> This will be an iterative structured process
   — We are “feeling the elephant” of the service portfolio
   — We need to work “up and down” levels of detail
> This work will continue through Summer 2016 and conclude in October 2016 (slide 9)
> We’re looking for involvement from SMB to:
   — Support information gathering in UW-IT (AVPs)
   — Review draft deliverables
SMB governance framework overview

In 2015, SMB proposed this initial (probably annual) governance process.

- **Service Management Board**
  - Make business recommendations on service sets
  - Make funding recommendations on service sets
  - Make investment decisions on service sets

- **TRF Committee**
  - Make funding recommendations on service sets

- **Service Investment Board**
  - Make investment decisions on service sets

- **CIO & UW-IT**
  - Make changes to and manage services

- **Service Set Roadmaps**
  - Provide roadmaps for service sets

- **Capabilities**
  - Capability Map based on UW mission
  - Capability Definitions framing business outcomes
  - Decision Criteria based on existing UW frameworks

- **Capabilities**
  - Evolve service sets in response to business capabilities

In 2015, SMB proposed this initial (probably annual) governance process.
Evolving with business input at multiple levels

To be successful, SMB (and other governance groups) will rely on UW-IT to go through a **structured** and **repeatable** process of providing information about services (bottom left).
## Service information gathering

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>How they are involved</th>
<th>Key deliverables, facilitated by EA</th>
</tr>
</thead>
</table>
| **Business** (Business Owners and Governance Groups) | *Make decisions about services based on business outcomes; understand how services enable specific business objectives.* | **Business capability view**  
- Services mapped to business capabilities and their outcomes  
- T-shirt sized costs and benefits of services and initiatives |
| **UW-IT Portfolio and Strategy** (SRB) | *Build an informed strategic plan, with knowledge of overlaps and gaps -- between services and in relation to business goals.* | **Service portfolio view**  
- Including direct and indirect cost of services  
- Linked to UW-IT Strategic Plan  
- Linked to business cases |
| **Business Service** (Business Service, Service, and Program Owners) | *“Roll up” services as needed and present to leadership.* | **Business Service strategy on a page**  
- Summary of per-service strategies  
- Additional business service level strategy |
| **Service Offering** (Service Managers, customers) | *Evolve service-level roadmaps with defined business outcomes, based on strategic directives.* | **Service Offering strategy on a page**  
- Business outcomes  
- Future state vision  
- Initiatives  
- Assumptions  
- Costs and funding model (as needed) |
Stakeholder views on service information

Service categories ("Towers")

- Administrative Systems

Business services

- Student Administrative Systems

Service offerings

- Financial Aid Management

Business outcomes

- Students receive the best available financial aid package for their needs

Business capabilities

- Enrollment Management
- Admissions
- Financial Aid
- Student Fiscal Services
- Registration
- … etc. …

Service catalog view

- Customers find service offerings

Portfolio view

- SLT
- SB
- SIB
- SMB
- SRB
- TRF
- Comp Dirs
- UW VPs
- EVP
- … etc. …

ensure that the mix of IT services is right to enable business outcomes

Inform

Guide

~27

130+

~30 at level 0

Service owners & managers

Process owners & managers

UW-IT financial management
Strategy Statement: To enable UW units to ___, the ___ service provides ___.

Current State:
The service is currently geared toward ___.
The service is conducting a pilot on ___.

Current Challenges:
Not enough ___ resources.
Not enough resilience/depth in ___.

Initiatives:
Standardize service offerings to be more quickly implemented “out of the box”.
Target engagements with UW units who have ___.
Make ___ a fully supported service offering.
Add staff resources to be able to ___.

Key Customer Engagements:
Ongoing engagement with ___ unit.
Ongoing work with current customers in ___.
New engagement in ___.

Future State:
The service has shifted to also be geared toward ___.
The pilot on ___ has become a standard service offering.
Additional staff resources have been added to ___.

Context, Drivers, or Assumptions:
There is large pent-up demand in UW units for ___.
UW units using the service will be prepared to ___.

Strategic Implications:
The service’s shifting focus toward ___ leaves a potential gap in ___ to be filled by other services.
UW-IT Strategic Goals and Business Services

- **Accessibility**: Reduced Enterprise Risk
  - Information Security & Privacy
  - Business Continuity
  - Accessible Technologies

- **Collaboration**

- **Infrastructure**

- **Teaching & Learning**

- **World-Class Research**
  - Research Computing

- **IT Management**

- **Information & Business Systems**

- **Support World-Class Research**
  - Research Computing

- **Better IT Management**
  - IT Administration
  - Service Management
  - Consulting
  - Enterprise Architecture

- **Innovative Teaching & Learning**
  - Classroom Technologies
  - Teaching & Learning Tools
  - Computer Labs

- **Modernize Info. & Bus. Systems**
  - HR Payroll Administrative Systems
  - Student Administrative Systems
  - Enterprise Information Services
  - Enterprise Data & Analytics
  - Financial Administrative Systems
  - University Support Systems
    - Alumni and Advancement
    - Facilities Services
    - Access Management (CAAMS)

- **Access to Excellent Infrastructure**
  - Data Networks
  - Computing and Storage
  - Telecommunications
  - Data Centers
  - Regional Networks
  - Identity & Access Management
  - Application Development Platform
  - Infrastructure Management Tools
**UW-IT Business Services Enable UW Business Capabilities**

### Core UW Business Capabilities

<table>
<thead>
<tr>
<th>Education</th>
<th>Research</th>
<th>Service</th>
<th>Patient Care</th>
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</thead>
<tbody>
<tr>
<td>Teaching &amp; Learning</td>
<td>Conducting Research</td>
<td>Providing Service</td>
<td>Caring for Patients</td>
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<tr>
<td>Classroom Technologies</td>
<td>Research Computing</td>
<td></td>
<td></td>
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<tr>
<td>Teaching &amp; Learning Tools</td>
<td></td>
<td></td>
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<tr>
<td>Computer Labs</td>
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<tr>
<td>Enrollment Management</td>
<td>Research Management</td>
<td>Service Opportunity Management</td>
<td>Health Sciences Management</td>
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<tr>
<td>- Undergraduate Admissions</td>
<td>- Research Planning</td>
<td></td>
<td>Patient Administration</td>
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<tr>
<td>- Financial Aid</td>
<td>- Research Sponsorship</td>
<td></td>
<td>Clinical Program Development</td>
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<tr>
<td>- Registrar</td>
<td>- Research Compliance</td>
<td></td>
<td>Patient Care Compliance</td>
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<tr>
<td>- Student Accounts</td>
<td>- Post-Award Management</td>
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<td></td>
<td>- Intellectual Property Management</td>
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<tr>
<td>Curriculum and Instructional Design</td>
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<td>Student Life and Activities</td>
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<tr>
<td>Accreditation</td>
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### Enabling UW Business Capabilities

<table>
<thead>
<tr>
<th>Alignment &amp; Governance</th>
<th>Communication and Collaboration</th>
<th>Development</th>
<th>External Relations</th>
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<tbody>
<tr>
<td>Enterprise Architecture</td>
<td>Email Calendaring &amp; Collaboration</td>
<td>University Support Systems</td>
<td>Human Resources Management</td>
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<tr>
<td>Facilities &amp; Asset Management</td>
<td>Telecommunications</td>
<td>Health and Safety</td>
<td>HR Payroll Administrative Systems</td>
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<tr>
<td>University Support Systems</td>
<td></td>
<td>Libraries</td>
<td></td>
</tr>
<tr>
<td>Information Management &amp; Analysis</td>
<td>Financial Management</td>
<td>Planning &amp; Strategy</td>
<td>Risk Management &amp; Compliance</td>
</tr>
<tr>
<td>Enterprise Data &amp; Analytics</td>
<td>Financial Administrative Systems</td>
<td>Relationship Management</td>
<td>Information Security &amp; Privacy</td>
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<tr>
<td>Project &amp; Work Management</td>
<td>Information Technology</td>
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<td>Business Continuity</td>
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<td>Accessible Technologies</td>
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In addition, UW-IT provides IT services that are relied upon throughout the UW:

- Consulting
- Data Networks
- Identity & Access Management
- Application Develop. Platform
- Infrastructure Mgt. Tools
- Software Licenses
- Data Centers
- Computing and Storage
- Regional Networks
- Enterprise Info. Services
- IT Administration
- Service Management
## Proposed timeline for information gathering in UW-IT

<table>
<thead>
<tr>
<th>Month</th>
<th>Activities</th>
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<tbody>
<tr>
<td>June</td>
<td>● Director interviews in Information Management and Academic Services</td>
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<tr>
<td>July</td>
<td>● Director interviews in Computing Infrastructure*</td>
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<td>● Work with UW-IT Business &amp; Finance to assign costs to services</td>
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<td>● Share draft materials as they become available</td>
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<tr>
<td>August</td>
<td>● Director interviews in Customer Service &amp; Support and Network &amp; Telecommunications*</td>
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<td>● Share draft materials as they become available</td>
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<tr>
<td>September</td>
<td>● Director interviews in IT Services &amp; Strategic Sourcing and Information Security*</td>
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<td></td>
<td>● SMB meeting update</td>
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<td>October</td>
<td>● Senior Leadership Team review of UW-IT materials</td>
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<td></td>
<td>● Plan process for cyclical (annual?) updates in UW-IT</td>
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<tr>
<td></td>
<td>● Present completed materials to SMB</td>
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* Interview schedule subject to change based on availability.