ITS Shared Services for Academic Units
Prepared for Unit Representatives - January 28, 2013

ITS Shared Services Overview

This past fall, ITS began to roll out the following new shared services as part of IT Rationalization, to improve IT service quality, reduce cost, and repair the university’s fractured IT infrastructure (details available at miworkspace.it.umich.edu):

- **MiWorkspace**, which supports individuals’ use of computing devices, including printing, network connectivity, personal and dept. storage, software, security, and helpdesk and deskside support.
- **MiServer** and **MiDatabase**, which provide virtual servers with managed operating systems or databases with a level of service above our original virtual offering (VaaS) but at a similar cost.
- **IT Security Essential**, which are IT security services provided across the university to protect data and systems, and IT Security services by request, which can be tailored to meet unit-specific needs and include IT Security Consulting, IT Security Disaster Recovery and Business Continuity Planning (DRBC), and IT Security Ethical Hacking.

IMPLEMENTATION STATUS: CENTRAL ADMINISTRATION

- Roughly 1200 users are live in MiWorkspace; we will increase to 6000 customers in 2013.
- To date, 131 servers have been provisioned (27 with databases).

Academic Design Needs

Beginning this winter, MiWorkspace will be redesigned to meet the needs of academic and research units, which could include adjustments to the support model, staff transition approach, technology, and rollout approach. We expect to pilot with academic units beginning in summer 2013 and roll out to units throughout FY15.

WORKFORCE DECISION PROCESS

Deans provided direction they want us to follow a model similar to central administration for workforce transition leveraging job titles included in the business case as a starting point. See details, below:

Rollout Process for Central Administrative Units

*The process will be modified for Academic & Research units over the coming months based on lessons learned in Central Admin. and input from Deans and Unit Reps.*

1. **Three pilot approach**: First test technology, then technology and implementation, and finally the end-to-end support process. Due to timing, pilot units followed a different workforce transition process

2. **Expanded Unit Rep mtg**: ITS leadership met with Central Administrative units’ designated Unit Representative, HR, IT, Communications, and other leadership to discuss how the workforce
process would be conducted.

a. **Supporting materials:** Unit Reps received detailed information (binders) which included:
   i. Service Descriptions defining what is in and out of the ITS Shared Services
   ii. Complete list of all unit IT employees in 2009/10 (the basis of the projected university business case for IT Rationalization) and a current 2012 list
   iii. List of employees who have titles that fit in the business case and should be individually discussed
   iv. Unit-specific business case based on employee estimate (labor and non-labor components)
      1. For General Fund units, this was primarily labor but there was some overhead that included non-labor (e.g., phones, computers)
      2. For auxiliary units, this included a non-labor component related to specific incremental costs for running the MiWorkspace service
   v. Supporting materials to help unit leadership communicate changes to their teams
   vi. For details, see: [miworkspace.it.umich.edu/learn/for-unit-leadership](http://miworkspace.it.umich.edu/learn/for-unit-leadership)

3. **ITS/Unit Discussions about Specific Employees:** ITS then scheduled time(s) over a 6-8 week period with each unit to discuss:
   a. Whether there were any employees from 2009/2010 who had left the unit, and what had been done with the funding for those individuals.
   b. If there were employees (highlighted on the list as possible candidates for the shared service) with a title that did not reflect their current job duties.
   c. If there were employees (not highlighted on the list) who had job duties within the service who ought to be considered to come to ITS Shared Services.
   d. If there were employees with mission-specific tasks which, if moved, could jeopardize unit business continuity.
   e. If there were employees with mission-specific tasks who could come to ITS and bring this work with them.

4. **Come to a shared decision:** In most cases, unit and ITS leadership developed a shared recommendation whether any given employee should join ITS. In some cases where units and ITS had differing opinions the escalation for any debate was ITS/Unit Vice Presidents and/or Directors, and then to the CFO and Provost, if needed.

5. **Finalize decisions (across all units) in aggregate:** Decisions finalized across all units on a common timeline.

6. **Individual Employee Discussions:** Unit leadership met with their employees one on one to discuss the unit decision and answer questions.

7. **ITS Employee Engagement:** Following Unit-Employee conversations, ITS began engaging with employees identified to transfer to ITS as part of the Shared Service roll outs. Activities kicked off with a Town Hall Presentation for affected employees and also included newsletters, technical forums, and social/networking events.
SAVINGS POTENTIAL

Out of roughly 700 total IT employees within academic units, approximately 260 hold job titles that were considered in scope for the business case in 2009.

STEERING GROUP

The End-User Computing Steering group has been rechartered with updated leadership and membership to focus more on academic units. Led by Monika Dressler (LSA) and Steve Mattson (Engineering), the group will advise the project team on how to redesign the MiWorkspace service to meet the needs of academic and research units, as well as other factors in determining scope and sequence/implementation phase, including academic & research, administration, and classrooms.

Oversight / Shared Services Governance

Shared Services require customer-led governance to ensure transparency on cost and quality. A Shared Service governance structure will be formed to provide the needed feedback, input and direction to the shared service provider on service cost and quality. Initially, this committee will focus on the IT Shared Services but may expand to include the Finance and Human Resource shared services.

Funding and Chargeback

ITS has completed initial costing of MiWorkspace, MiServer, and MiDatabase.

- We have provided initial 3-year rate projections for MiWorkspace services to Central Administrative units. MiWorkspace is planned to be a Public Good with costs to be allocated using headcount data as the driver. As units transition to the service, identified staff in the units will transfer to ITS, and ITS will begin to directly charge units for the service. We expect unit billings to be calculated annually and billed on a monthly basis.

- MiServer / MiDatabase services are planned to be a toll good and billed out based upon actual consumption. Proposed rates for MiServer and MiDatabase services are in the review/approval process and have been communicated to user groups.

In addition, we have completed the first pass at costing all remaining ITS services using FY12 and FY13 budget data. We are validating the costing data internally with the individuals responsible for the services. While the costing methodology appears to be stable, the service costing data itself is still immature.

We are proposing to phase in changes to funding mechanisms for the remaining services over FY14 and FY15. As part of this, we are proposing to:

- Simplify Network and Voice billings in FY14. Key change is to shift voice billings from a usage-based approach to allocation-based (similar to how we bill for Network service today).

- Maintain our present funding model for other services for FY14.

- Validate additional funding model changes and implement for FY15.