

EDUCAUSE 2000
CIO Constituent Group Meeting
Follow-up
Thursday, October 12, 2000
12:45—2:30 PM

Meeting was convened by Barbara Horgan, who summarized the previous meeting briefly (see minutes of Oct. 11 meeting). She proposed that the group focus on solutions rather than problems, on goals rather than complaints. To start the conversation going about good practices, she invited Andrea Stern, Director of Information Technology for the Libraries, University of Sydney, Australia, to describe her success with a service management model called ITIL. Andrea's summary is below, with references to her web pages, where the process is described more fully.

The rest of the meeting, after questions on Andrea's presentation, was devoted to discussing successes, mostly with life cycle funding for desktops. Several models were described, including both lease and purchase options.

At the end of the meeting, the group discussed how to organize future meetings. A suggestion was made that the CIO Group be organized as a pre-conference seminar so that there would be more time, adequate space, and refreshments. The fees charged could be used to bring in provocative speakers from either higher ed or industry, and the format could be highly interactive, with small tables instead of rows of chairs. Barbara offered to take up this suggestion with EDUCAUSE staff and report back to the group.

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NOTES OF PRESENTATION TO CIO CONSTITUENT GROUP

Andrea Stern

Aligning IT with organizational goals using a best practice service management methodology

An organisation needs its IT services to:

- support its organizational goals
- be cost-effective
- work reliably
- accommodate changing needs easily

Unless we control and manage our IT services, we will meet with increasing difficulty in delivering the services required to meet organisational goals.

Of our total IT budgets, typically thirty percent is spent on the development of new IT services and the remaining 70% is spent on managing our ongoing services.

Aligning our investment of resources in the development of new IT services with organisational goals is reasonably well served by project management methodologies. But how do we choose how we spend the remaining 70% of our IT budgets? How do we align that investment with organisational need rather than spending it fighting fires just to keep our student systems, our help desks and our technology infrastructures. What methodology do we use to ensure we are spending that money strategically and effectively?

Using a public domain best practice service management methodology called ITIL, the University of Sydney Library was able to shift its IT investment from fire fighting to enhancing services. Over a two year period, by investing in fire prevention using the ITIL service management methodology, it reduced the amount of its firefighting by almost 50%, and re-directed the resources into enhancement of services and development of new ones.

Service management is a collection of shared responsibilities using inter-related disciplines and processes which enable an organisation to measure, control and ultimately manage the IT infrastructure to deliver quality, cost-effective services to meet both short and long term organisational requirements.

The ITIL methodology establishes best practice and a standard of IT service quality that organisations should expect and providers should seek to supply. For example it includes:

- defining services through service level agreements,
- controlling the IT infrastructure (hardware, software, contracts, procedures and skills) used to provide the services,
- managing changes to those services and to the infrastructure through a formal change management process,
- using help desk call data to identify underlying problems in the infrastructure and correcting those problems through a problem management process.

An implementation of the ITIL methodology, at the University of Sydney Library, can be viewed through IT Services website: www.library.usyd.edu.au/itservices. A paper on the methodology is available at http://www.library.usyd.edu.au/itservices/reports/department/managing_it_rage.html

The website is an internal working tool of the organisation and is a work in progress. Comments and queries to andrea@library.usyd.edu.au are welcome.