******for future meetings, make sure thermostat is set to at least 69 degrees!!!

**ITTP Planning meeting 3/27/06**

= come up with first cut of people allocated for services, have discussion of definition of global and local services, capture issues as group, plan of resources mapped to services, ready to start delivering services by fall qtr.

- To be ready for fall, all staffing must be in place by July 1st.
- Larry: difficulties acknowledged about staffing issues. How do we minimize damage maintain service levels? Careful, and thoughtful. Goal is by end of day an allocation of individuals to assigned to ITS.
- Bill: expectations= Role of SMT= responsible for all ITS. DL is responsible for local units, the delivery of services but if global functions don’t work the DLs will have a hard time doing that... DLs have to be able to speak for organization and share responsibility.
- Mel=primary objective is to take the ITS staffing spreadsheet and get it fine tuned. Talk about how people are aligned w/ services. Global services on one end and at other end, personal productivity. The middle is fuzzy. The middle piece (departmental computing) is possible departmental planning that hasn’t been articulated in service catalog. Which things are global and what are centralized productivity services? What are the services that are being developed, who are going to provide them? I.e., someone has a problem with a long document in the faculty, who helps them? That service is not in catalog right now. If we can map people to services, then we can do the alignment we want. Make sure there are no major gaps. Also unarticulated need that have never been or can never be funded. How do you make trade-offs?
- Bill-the struggle the DLs have is that everything that isn’t defined as a global service is defined as a local service that DLs have to provide. We need to define a set of services that we aren’t going provide globally and which ones we aren’t going to provide locally. (Work through service catalog, FTE vs. services defined.)
- Bill=COAST has been added to ITS staff spreadsheet. The total numbers need to be reconciled. How are we going to allocate the FTE? Statement of services needs to be refined. “Here are the
services that I can provide in order to move forward in the process.”

(Friday March 31st to start defining services, set expectations of services that we are going to provide. The numbers need to reconcile. They will iterate and change over time but there needs to be a starting point. What are the means to the end? Until we define what we are going to do and how we are going to do it, UCSC are free to expect the world. In spring quarter, begin to transition of staff. Once we define services, governance can begin.)

• This will be a continuous discussion as issues become obsolete and as new services come up.
• Establish a cohesive communication between all DLs and SMTs.
• There will be staffs that are used in the Matrix Mgmt format. (Dotted line reporting)
• When division gives up resources to global service, the expectation is for an FTE’s worth of return services. If a division gives an FTE, do we commit to give back an FTE’s worth of service? All DLs and SMT need to be in agreement about this. Service delivery needs to be defined in SLAs. Some services will benefit EVERYONE and some will only benefit departments. Make explicit that all ITS services benefit UCSC as a whole. If they don’t we shouldn’t be doing them. If we define a service and a service isn’t provided, ITS fails. We are all responsible.
• SOE and PB Sci are talking about ways to share tech support. Cross functional sharing of skills.
• DLs will be managing staff that maintain servers. (temporarily)
• We need to think about: If there are services provided that are fine where they are and consolidating to ITS won’t improve the service, leave them where they are until ITS can improve it.
• How do we develop broad standards that store restricted data? Data that is critical to operation of UCSC. PII, medical, Hiipa, etc. What are some of the things we can implement?
• Hardware migration is one of the means to meet goal of transition.
• Issue=partial FTE more often then full FTE. Can we reclass to higher positions? If we can’t pay the staff to provide the high level service, we can’t provide the service.

What are the defining characteristics that define a global service and a local service? How do you decide the service level we provide? What are the questions that we need to ask about each service? How do we get objective data that shows what we provide? We need a growth metric. All we have now is subjective information. If we deliver it
globally, we can measure it. Global and local is not either/or, it’s an ecology. Innovation gets lost if it’s either/or. How do we make sure we are continually informing? How do we make sure that good ideas bubble up?
1) Who will manage the service?
2) How do we eliminate irrational technical diversity?
3) How do we manage the tension between innovative diversity and leverage efficiency?
4) How do we define services.............didn’t get this info, head blocking easel.
5) ..............didn’t get this info, head blocking easel.

Global:
• Leveraged across the campus and the campus can use
• Sustainable w/ resources constraints of ITS (can be local?) i.e. software, applications, longer business cycle lifespan
• CruzMail, CruzTime, etc.(community)
• Audience-more than one division
• Choice of what is global and what is local is a political decision
• Those services managed centrally

Local:
• Things that are built for a specific period of time. (short period of time, prototype, temporary)
• Audience-unique to division or unit
• (Services that the DLs can decide that unit keeps w/i unit)
• Those services managed in unit.

Description of a LIT: document sent (Andrea) Faculty have a completely different set of needs and have their own equipment and software etc.

The description gets fine tuned once the person is hired in the division. The LIT should manage transaction but source the work out. The LIT may be the primary point of contact but are a broker of services.
Needs an SKA that says they have discipline specific knowledge.

Summary of next steps:
1)Define the staff allocation. DLs and SMs to define services against bound services and service levels.
(DLs can start talking about local services
SM can look at service and define and bind FTEs
Here are the services that DLs and SMT want to offer. Do they agree w/ each other.) DUE LATE APRIL.
1a) need to define tools used to negotiate trade-offs.

2) Negotiate trade-offs of service and service levels-do they mesh? (Define what is global and what is local.) The commitment is to provide service, not a staff member. Get to a point where there is an applications team where there is cross-training so there isn’t one person who knows but a team that can support.

3) Final plan DUE JUNE so July can begin with staff doing new services

4) Talk to people on the list and their plan. DLs and SMT to discuss and set expectation of when the changes will happen. DL to talk to Bill and go over division of labor and direction of staff. Bill will pull together a time table for DLs.

~Review service catalog and define what can be delivered and what can’t be delivered. Do the service catalogs align and balance?