Hello Gina,

We'd like to invite the Academic Senate to participate in the following review under the 200-45 Administrative Computing Policy:
Project: **Case Management Core Technology for the IT Shared Service Center**
Sponsors: **Organizational Excellence Initiative**
Details: http://admincomputing.ucdavis.edu/projects/oe-it-case-mgmt.cfm

Overview:

- In accordance with the Chancellor's Organizational Excellence/Shared Service Center Initiative, "Case Management" is one of six core technologies identified to be implemented, with the primary goals of reducing costs, improving service, and increasing process efficiency in the Human Resources, Finance, and Information Technology Shared Service Centers (SSCs).

- This conceptual review is focused on case management as performed in the IT SSC, because solutions for case management in the HR and Finance functions are generally not suitable for IT, and vice-versa. In fact, case management for IT is broadened in this instance to encompass all IT service functions of the IT SSC, which is closer to what is known as IT Service Management (ITSM). In the course of this conceptual review, your input is requested to assist in the identification of the requirements for an ITSM solution. These requirements will be classified and combined with others, and used to assist the preparation of a Request for Proposal (RFP).

- Case management solutions for the HR and Finance SSCs will be reviewed in a separate instance of the 200-45 process.

Status:

- We are just now initiating the conceptual 200-45 review process for this project, and we are seeking a brief statement summarizing the Academic Senate's feedback/position. You can send any Senate feedback directly to me, in whatever electronic format (Word, PDF, etc.) is most convenient for you.
- As with other projects, 200-45 provides a venue for ongoing review and discussion. In addition to a formal Academic Senate response, direct comments from Senate members are always welcome. (As previously discussed, we are careful to distinguish between individual comments and the official positions of campus organizations.)

Best Regards,

Jeff

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If members wish to comment directly, we have established a SmartSite for 200-45 project reviews. For those who have not yet joined, directions for signing up and participating are as follows:

To access the 200-45 Review SmartSite

1. Go to SmartSite (http://smartsite.ucdavis.edu) and select the **Log In** button in the top right corner.
2. Enter your UC Davis LoginID and password.
3. The first time you access the site, you will need to join the 200-45 Review site so you can participate in the discussion forum.

   - To join, click **Membership** under the My Workspace tab in the top left corner.
   - Select **Joinable Sites** at the top of the Membership window.
   - Select **Join** under the **200-45 Review** entry. (The site list is alphabetical, so it should be near the top.)
   - You now should see a **200-45 Review** tab to the right of the My Workspace gold tab (or in the More pull-down menu in the upper right corner).

4. Click on the **200-45 Review** tab to enter the site.

To provide feedback or ask questions regarding a project under review

1. Within the 200-45 SmartSite, choose **Project Forums**.
2. **Select the specific project** (called a Topic in SmartSite) that you would like to discuss.
3. Within a Topic, you can choose **Post New Thread** to add new comments or questions.
4. To contribute to an existing discussion or respond to a question, select the item of interest and choose **Reply**.

You can also pose questions directly to the project contacts; they are listed on the project page referenced above.

(For examples of previously submitted projects and feedback, please see http://admincomputing.ucdavis.edu/projects/.)

Be green - please print only when necessary

Case Management Core Technology for the OE IT Shared Service Center

Policy 200-45 Conceptual Review

Prepared by: Randy Anderson

November 8, 2010

Contents

Overview

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- This conceptual review is only concerned with case management as performed in the IT SSC, because solutions for case management in the HR and Finance functions are generally not suitable for IT, and vice-versa. In fact, case management for IT is broadened in this instance to encompass all IT service functions of the IT SSC, which is closer to what is known as IT Service Management (ITSM). Although the IT SSC will not provide services in all areas of traditional ITSM as defined by the Information Technology Infrastructure Library (ITIL), it will provide a substantial subset, as determined by the implementation team in the second stage of the OE IT SSC project plan. Therefore, Case Management will be referred to as IT Service Management for the remainder of this review.

- In the course of this conceptual review, your input is requested to assist in the identification of the requirements for an ITSM solution. These requirements will be classified and combined with others, and used to assist the preparation of a Request for Proposal (RFP).

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Business Need

The goal of the IT SSC is to provide the highest quality customer service at the lowest possible cost. This is achieved by a combination of standardized best practices, training, economies of scale, empowered, multi-tiered support, and efficient technology tools. Having efficient tools is essential to achieving these goals because they directly affect the speed and ease with which problems are resolved, knowledge is accumulated, and process improvement is accomplished.

UC Davis does not currently own or use comprehensive ITSM solutions. Smaller applications such as Remedy are used for help desk service requests. They are generally thought to be outdated, and too complex and costly to upgrade. Therefore a new, more comprehensive solution is sought.

IT Service Management Solutions

ITSM solutions today provide a comprehensive set of tools to manage most IT services within an organization. Many solution providers design their systems to manage those services as outlined by the ITIL, and generally follow its best practices. Those services usually include, but are not limited to the following:

- Asset Management

- Availability Management

- Capacity Management

- Change Management

- Configuration Management

- Continuity Management (Disaster Planning & Recovery)

- Financial Management (Billing)

- Incident and Problem Management

- License Management

- Network Management

- Project Management

- Release Management

- Service Management

Some solutions even offer integrated hardware, such as Automated Call Director (ACD) and Interactive Voice Response (IVR) systems.

The exact set of services offered by the IT SSC will be determined by the implementation team in stage two of the OE/SSC project plan, but we do anticipate a large subset of these. Therefore, we solicit your input on any or all of these services.

Value and Impact

The impact of this solution is mostly confined to the IT SSC and its customers, which includes participating administrative units identified by the OE/SSC project plan:

- Administrative and Resource Management

- Information and Educational Technology

- Offices of the Chancellor and Provost

- Student Affairs

- University Relations

Significant value is expected from the selection of the best ITSM solution. The solution will:

- Play a key role in driving down the cost of responding to customer service requests

- Generate savings to benefit the entire UCD campus

- Contribute to a high level of IT customer service

- Provide workflow in problem resolution

- Accumulate knowledge

- Identify opportunities for process improvement through data collection and reporting

- Offer self-help capabilities

Opportunities and Constraints

As we investigate the purchase of an ITSM solution, one opportunity is to consider Software as a Service (SaaS), where all data, infrastructure, and application code is managed by the solution provider. This is a departure from traditional on-premise solutions. The license for these solutions typically follows an annual subscription model. Some key advantages are:

- Lower total cost of ownership

- No infrastructure to maintain

- Data backups are usually included

- Upgrades are included at no extra charge, and happen automatically

- Security is provided

- Usually accessed through a web browser, and therefore platform independent

Some possible disadvantages are:

- Software can be configured, but not customized

- May suffer outages

- Reliance on vendor viability

These lists are certainly not comprehensive, but are good starting points for consideration. More information regarding SaaS and cloud computing can be found in Appendix A.

Note – We are also encouraged by the UC system IT leadership to pursue SaaS solutions, potentially paving the way for other UC campuses take advantage of such offerings.

Finally, there has been interest by units that are not SSC customers in the purchase of an ITSM solution for their internal IT service management. Although the primary purpose of this ITSM solution purchase is to support the IT SSC and its customers, shared licensing opportunities may be possible. At the time of writing of this conceptual review, this issue has not been addressed by the newly formed Shared Services Governance Committee. However, it is assumed that deploying the purchased solution beyond the IT SSC will depend upon the vendor, license scope, budget, maintenance agreements, hosting arrangements and several other factors. Therefore, if your unit is not an IT SSC customer but is interested in purchasing an ITSM solution, you are encouraged to respond to this review so that broad interest can be measured and reported to the Governance Committee. You are also encouraged to respond with unit-specific requirement recommendations.

Initial Ideas and Assumptions

- ScottMadden is a consulting firm that was hired to perform an initial analysis and make recommendations for the implementation of a Shared Service Center supporting administrative IT, HR and finance functions. In their report, they identified two possible solutions for case management: FrontRange (www.frontrange.com) and RightNow (www.rightnow.com). RightNow is more suited to the HR and Finance SSC customer service needs, but FrontRange has offerings suitable for ITSM in the IT SSC as well as general case management in the HR/Finance SSCs. Single-vendor solutions that satisfy requirements for all three SSCs are preferable, because they offer consolidated license opportunities, as well as consistent support, training, and maintenance.

- Service-Now (www.service-now.com) is another solution provider who recently visited the UCD campus to demonstrate their product. There also seems to be interest in Service-Now at the UC system level, which may open opportunities for low-cost license agreements.

- Beyond those mentioned, there seems to be a deep field of possible solution providers. Many offer both on-premise and SaaS solutions. Internet searches for "ITSM Solutions" yields hundreds of thousands of results, including major vendors like HP, BMC, VMWare and Autotask. Therefore, it is assumed we will receive a reasonable number of responses to the RFP.

- It is not assumed that all possible solutions incorporate strict adherence to Information Technology Infrastructure Library (ITIL) Service Management guidelines, but the chosen solution should encompass similar best practices to meet the needs of the SSC and its customers.

Response Request

We encourage you to respond to this review with your comments. They will assist in the preparation of a RFP for a new ITSM solution. As a guide, we are keenly interested in hearing your comments in these areas:

- Cloud computing/SaaS applications vs. on-premise solutions

- Service/software licensing and procurement

- All functions related to ITSM solutions, including but not limited to:

    o   Service desk

    o   Incident and problem management

    o   Project management

    o   Desktop support

    o   License, warranty and maintenance management

    o   Service level agreements

    o   ACD/IVR integration

    o   Change management

    o   Release management

    o   Service portfolios

    o   Knowledgebase integration

    o   Timekeeping (in application development and IT project management)

Workgroups comprised of subject matter experts are set to convene to perform detailed analysis of solution requirements for the RFP. Your feedback from this review will be provided to the workgroup for inclusion in their analysis.

If you have questions regarding this review, please contact:

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Organizational Excellence/IET
IT SSC Project Manager
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Appendix A

Resources

Internet Searches

You are encouraged to search the internet for more resources on the following topics. However, the following links are a good starting point.

Cloud Computing

- http://www.infoworld.com/d/cloud-computing/what-cloud-computing-really-means-031

- http://en.wikipedia.org/wiki/Cloud_computing

- http://www.itworld.com/cloud-computing

Software as a Service (Saas)

- http://www.itworld.com/software-service

- http://www.saasblogs.com/

- http://en.wikipedia.org/wiki/Software_as_a_service

- http://www.zdnet.com/blog/saas

Online Demonstrations

- https://demo.service-now.com

- http://www.frontrange.com/common/Files/Downloads/ProductDemos/ITSM_Demos/itsm_pvp_access.html

- http://www.infra-corp.com/service_manager_9/default.asp

- http://www.rightnow.com/resource-video-solutions.php