ITS Portfolio Review

The business side of the IT side of the business

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Today’s Presentation

- Describing ITS’ Work
- Components of a Portfolio
- The What, Why, and How of Portfolio Management
- How are IT Portfolios changing?
- Group Exercise, Discussion
- Questions
Three Initial Questions

- How many of you feel you’re getting the classes you need to graduate in a timely way?
- How many of you feel you have enough wireless access points around campus?
- How many of you feel the campus provides you with good tools to collaborate virtually?
A Quick Glimpse of ITS
Change Is Normal.
Once You Get Started, You’ll Rely on Great Strategy More Than Great Plans

Don’t Reinvent The Wheel

Assumptions Are Deadly
The Principles of Aikido apply to change. Learn to receive, channel, and direct the energy that comes back to you.

Change is neither a race nor a sprint; periodically refresh yourself to pick up your work anew and to the best work possible.
In the eye of the storm it’s hard to see what might be clear to others. Take time to reflect, to undertake mini-reviews.

Use external advisers and customers to validate progress and to expose issues.

What you learn becomes one of your greatest assets.
Plans won’t be perfect the first time around. Or the second. Quite possible, even the third. This is okay.

Rapid iteration (a.k.a., “learning to fail quickly”) gets you to success more effectively.

Iteration brings depth to your strategy (sense a theme that suggests big bang is a bad idea?)

Iterate
Ann Richards got it right — at some point, you gotta call it “done” and stick a fork in it.

With Version “1.0” done, you can move into the process of continual improvement.
Define the term “Portfolio”
A collection of investments all owned by the same individual or organization. These investments often include stocks, which are investments in individual businesses; bonds, which are investments in debt that are designed to earn interest; and mutual funds, which are essentially pools of money from many investors that are invested by professionals or according to indices.
IT portfolio management is the application of systematic management to large classes of items managed by enterprise Information Technology (IT) capabilities. Examples of IT portfolios would be planned initiatives, projects, and ongoing IT services (such as application support). The promise of IT portfolio management is the quantification of previously informal IT efforts, enabling measurement and objective evaluation of investment scenarios.
Four Portfolio Components

- People
- Assets
- Services
- Initiatives

Of these, which is the **single largest component**? Which is the **least variable**?
Key Principles for ITS Budget Planning

- Align campus and divisional service levels to highest campus academic priorities
- Preserve the integrity of campus operations
  - Risk, Compliance, Security
  - IT Infrastructure
- Sustain mission critical business systems
Balancing the ITS Portfolio is an Iterative Process that Starts With The Existing Mix.

Do We Have the Right People Performing the Right Services at the Right Levels?

Portfolio Balancing
*The Overall Portfolio Should Be Aligned to UCSC's Objectives and Priorities

Defining the right balance involves alignment* and fiscal balancing

*The Overall Portfolio Should Be Aligned to UCSC's Objectives and Priorities

Portfolio Balancing
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The Resulting Mix Prepares Us for the next Academic Year

Once We Have the Portfolio Determined We Make Our Budget Submission
How Are Portfolios Changing?

- The Cloud changes everything. Everything.
- Within UCSC, collaborative responses to common issues among the Divisions/Colleges
- Within UC, shared systems initiatives and multi-campus collaborations
- The bar has been raised to justify building a stand alone solution.
**IT Portfolio Management Step-by-Step**  
Unlocking the Business Value of Technology  
Maizlish and Handler, John Wiley and Sons, 2005

**IT Governance**  
How Top Performers Manage IT Decision Rights  
Now It’s Your Turn

- Brief Discussion Exercise
- Report Out
- Observations
- Question
What Will You Decide?

- Good news! The Campus Provost has found pocket change
- She will provide ITS with $250,000 to address an important IT initiative
- She wants you to ensure that the money is spent in the wisest way possible
- What do you recommend, and why?
  - What need is met? How did you determine that?
  - How will you measure the success of your project?