University of Washington IT Service Management Board

Service Catalog Prioritization and Recommendations

October 2023

Introduction

For the 2022-23 academic year, UW Vice President for UW-IT and CIO Andreas Bohman gave the IT Service Management Board (SMB) a two-part charge:

1. Serve as an informal resource to the IT Governance 2.0 Working Group for the purpose of providing input, responding to questions, and giving feedback on proposed governance changes, straw models, etc.
2. Conduct a review of the full UW-IT Service Catalog, using metrics such as cost, number of customers served, and risk exposure, in order to provide UW-IT with a prioritized assessment of the services and a list of three services that could potentially be retired

This charge is in line with the SMB Charter, which includes the follow scope and responsibilities:

- The scope of the IT Service Management Board is the services in the UW-IT Service Catalog, including end-user-facing services and services intended for "distributed" IT staff
- Review the UW-IT Service Catalog and provide recommendations to the IT Service Investment Board for adding, changing, and removing services or any associated recommended changes in investment levels
- Provide recommendations to the Vice President for UW-IT and CIO for IT service management process improvement efforts

To meet the first part of the charge, seven members of the SMB joined the IT Governance 2.0 Working Group. The Working Group has also attended multiple regular SMB meetings to present status updates, collect input on proposed changes, etc. The second part of the charge will be the focus of the remainder of this report.

Preliminary Work – Values and Intentions

When discussing approaches to take to the Service Catalog review, the board quickly determined that it would be helpful to come up with a list of values and intentions to assist in the process. These would function alongside the metrics defined in our charge to help guide our decisions. A full description of these values and intentions can be found in Appendix A, and are as follows:

- Our Academic Mission
- Equity and Representation
- Trustworthiness and Reliability
- Our Research Mission
- Our Clinical Mission

- Fiscal Responsibility
- Efficiency
- Shared Solutions
- Our Students, Faculty, and Staff
- Innovation and Creativity

Initial Review

During the first phase of the review, the board noted that it would likely be easy to identify a subset of the catalog services that could be considered "essential", prioritized as such, and therefore excluded from consideration for discontinuation. A simple stack ranking survey could be used for this purpose, which would have the added benefit of potentially identifying a subset of services to investigate further. To prepare for participating in such a survey, the Service Catalog Practice Owner conducted a catalog review and Q&A session with the board. Each board member then completed a survey of the full listing of 103 services, categorizing each service as "essential", "standard", "low priority", or "need more information/unknown", based on the information presented in the catalog, during the review and Q&A session, and the board member's experience with that service, taking into account our defined metrics, values, and intentions.

Service Prioritization

Once the survey results were collected and initially reviewed by the full SMB, the board decided that, for the sake of efficiency, a subcommittee should be formed to pursue the next steps. The subcommittee was charged with using the survey data as a starting point to further categorize the catalog services, reviewing and collecting additional data on catalog entries that received significant "low-priority" and/or "need more information/unknown" votes, and reporting back recommendations to the full SMB. To support this review, service owners would be requested to meet either with the subcommittee or with the full board.

The initial work of the subcommittee resulted in a prioritization of the catalog services into the following groups. A full breakdown of these groups is included in Appendix B.

- 49 "Essential" services
- 43 "Standard" services
- 11 "Low-Priority/Need More Information" services

Note that while a service may be classified as "essential" or "standard", the SMB recommends regular review of these services by the owners for opportunities for improved efficiency, cost-savings, risk-reduction, and so on.

The subcommittee proceeded to work with UW-IT and service owners to collect additional usage data on the 11 Low-Priority/Need More Information services. This data gathering phase included several presentations by service owners to the full SMB. Following this, the full board met to review the gathered information to determine what, if any, service reductions to recommend to meet the goal presented in the charge.

Service Recommendations

Based on the data collected and discussions with service managers, we are recommending changes to the following four catalog services. For additional information on why the other seven Low-Priority/Need More Information services were not included, please see Appendix C.

Recommendation #1 – Conferencing Services

Use of Conferencing Services is showing a downward trend over time but is not yet insignificant. The cost to maintain the service is also relatively low. There is value in simplifying redundant service offerings, however, and this service is largely redundant with functionality now available in Zoom and Teams, and may fall short of those when it comes to technology in new and updated meeting rooms that are geared towards Zoom and/or Teams.

Recommendation: *We recommend that Conferencing Services be placed in containment status, continuing to operate but not accepting new customers, understanding that current customers have existing business processes and documentation that rely on Conference Services accounts – internally published conferencing phone numbers, for example.*

Recommendation #2 – Google Workspace (UW Google)

Recent changes to the UW Google contract have focused attention on the differences in the two collaborative service suites, UW Google and UW Office 365. UW Office 365 is favored by business and administrative units, has more capabilities with better potential for more improvements, has an edge in accessibility, and has a lower risk profile. UW Google is generally favored by students and researchers, integrates better with teaching tools like Canvas, and has superior file sharing capability, particularly with users at other institutions. There are historical reasons we have both offerings, but offering both has resulted in various challenges over time, such as user confusion and support difficulties, increased risk and cost, and two services that are each less functional than they could be if either one was the sole offering being supported by the collaborative services staff and budget.

Recommendation: *We recommend that UW-IT reduce our reliance on the UW Google service by working to increase departmental adoption of UW Office 365. This will likely require an initial increase in investment in UW Office 365 service offerings to make them more usable and attractive to units, with a long-term cost reduction possible when greater use of Office 365 allows for reduction in resources to support smaller UW Google use. Full retirement of UW Google may not be possible for some time, if ever, given the advantages it currently has over UW Office 365 (better integration with academic tools, external file sharing, etc.). However, improvements in UW Office 365 coupled with other strategies, such as setting up domains of use (e.g. UW Google for academic use, UW Office 365 for business use), would lead to better utilization of both services while clarifying the service landscape, making better use of resources, and reducing overall risk.*

Recommendation #3 – Husky TV

Husky TV serves students in on-campus housing and is dependent on UW Housing & Food Services ("HFS") wanting to continue providing the service. It requires minimal personnel time to maintain but is showing a downward trend in use and an upward trend in cost. While content costs are charged back to students via HFS, support of the service incurs a cost to UWTV. HFS has indicated this service has potential for change given general student preference for streaming content over cable TV, combined with streaming and Wi-Fi improvements in the residence halls.

Recommendation: We recommend that UW-IT work with HFS to collect more data on student usage and content delivery preferences, as well as to verify the ability of residence hall Wi-Fi networks to support increased streaming demands, to determine if the Husky TV service is still necessary and useful to the on-campus housing residents.

Recommendation #4 – U Drive/Storage Solutions

The U Drive service was originally designed to provide reliable network storage in place of duplicated offerings, usually present in student computer labs, and was expanded to include faculty and staff because it was easy to do so. It continues to be useful in the student use area and has secured permanent Student Technology Fund funding to cover the cost. The ongoing need for faculty and staff use, paid for by the Technology Recharge Fee, is less clear, due to an increasingly confusing array of storage service offerings, including U Drive, Standard Windows File Service, and cloud storage offerings from the UW Google and UW Office 365 collaborative application suites.

Recommendation: We recommend a review of the various storage offerings in the service catalog, including those present in the UW Google and UW Office 365 suites, with an eye to simplifying and consolidating them for better user experience and reduced administrative cost. An example of this would be to restrict U Drive use to students, directing faculty and staff to other options.

Conclusion

Given the number of entries in the Service Catalog, any review of all of the catalog entries is a formidable undertaking. This is further complicated by the effort required to collect usage, cost, and scope data from individual service owners, rather than having those metrics regularly collected and made available to the board (a challenge also faced and noted by past Service Management Boards). We believe that our approach to this review effectively dealt with this challenge, allowing us to arrive at our service recommendations. However, to facilitate future Service Catalog reviews, we recommend that UW-IT implement a regular collection of usage, cost, and scope data for all catalog services, such data to be readily available to the relevant IT governance bodies.

Appendix A

Service Catalog Review Values and Intentions

In order to effectively review the current UW-IT Service Catalog, alongside the metrics defined in our charge from the UW Vice President for UW-IT and CIO, the Service Management Board has adopted the following values and intentions to help guide our work.

We value:

- Our **Academic Mission**

  We will support services that advance the University's academic mission
    - The primary mission of the University of Washington is the preservation, advancement, and dissemination of knowledge
    - UW-IT services directly contribute to the University's ability to achieve academic excellence

- **Fiscal Responsibility**

  We will strive to understand the financial impacts of solutions and services
    - Money is a finite resource
    - Service decisions should include an understanding of return on investment (ROI) and total cost of ownership (TCO)
    - Provide the right services in the right place at the right time at the right cost

- **Equity and Representation**

  We will be mindful of the value of services in all areas of the community to ensure equitable service delivery and access for all users
    - Services should address needs of multiple groups across the University in an equitable and accessible manner
    - It is important to be mindful of the needs of the entire community

- **Efficiency**

  We will consider the efficiency of service delivery
    - Efficient services provide measurable value that is equal to or greater than the value of the inputs provided by the customer
    - Efficiency aligns with fiscal responsibility
    - Efficiency demonstrates good stewardship of limited resources

- **Trustworthiness and Reliability**

  We will examine services' capacity to be available when needed, to deliver expected value, and to manage risk responsibly
    - Services should be worthy of user confidence
    - Untrustworthy services quickly lose value and can expose the University to unnecessary risk
    - Trustworthiness as a principle can guide service design at multiple levels

- **Shared Solutions**

  We will evaluate the ability of services to be leveraged and shared across the University
  - Shared solutions can increase standardization and efficiency at a reduced cost

- Our **Research Mission**

  We will support services that advance the University's research mission
  - As a research institution, services should support innovation, collaboration, and discovery in the research community
  - Robust research specific services create a climate of support for University of Washington researchers, broadly enabling stellar research advances
  - The availability of robust research services advances the University's ability to attract and retain top researchers and funding

- Our **Students, Faculty, Staff**

  We will keep the experiences of our students, faculty, and staff top of mind
  - The experiences of our students, faculty, and staff should always be taken into consideration
  - This includes training when needed to improve user experience with services

- Our **Clinical Mission**

  We will consider the unique needs of the University's clinical mission and acknowledge the tendency for risk-adverse decision making
  - It is important to recognize and support UW Medicine's mission to improve the health of the public
  - The UW-IT / UW Medicine ITS relationship is important to the success of both organizations
  - There is value in designing services that can meet the needs of both the UW and UW Medicine

- **Innovation and Creativity**

  We will promote innovation and creativity
  - Services don't have to be centralized to add value
  - Creative solutions can include services provided elsewhere or in a non-central way

Appendix B

Service Catalog Prioritization

The tables below group the full set of Service Catalog entries into three categories – "Essential", "Standard", "Low-Priority/Need More Information". This grouping was produced primarily from the results of the SMB service catalog stack ranking survey, with additional notes added where needed.

Within each category, the services are listed alphabetically by service name

Essential Services

Service Name	Additional Notes
Access Management	
Accessibility Consultation	
Account Access REQuest (AAREQ)	This is an essential compliance and eDiscovery service
Administrative Applications for Central Business Units	
Amazon Web Services	Strategic capability for cloud computing
Applications for Student Support	
Authentication	
Azure Active Directory	
Azure ExpressRoute	Strategic capability for cloud computing
Azure Subscription	Strategic capability for cloud computing
Braille and Alternative Text Production	
Canvas Learning Management System	
Capital Projects Coordination	Compliance
Captioning	Compliance
Certificate Services	
Classroom Facilities	
Cloud Computing	Strategic capability for cloud computing
Data Center Co-Location	On-prem datacenter option is essential
Delegated OUs	
Email Forwarding and Filtering	
Enterprise Data Warehouse	
Enterprise Document Management	
Enterprise Software Licensing	
eSignatures	A modern electronic signature solution can only be provided centrally
Husky OnNet	
Identity Registration	
IT Investment Planning Assessment & Approval	APS 2.5
IT Project Oversight	APS 2.5
IT Vendor Risk Management	APS 2.5

Essential Services (continued)

Service Name	Additional Notes
Keynes Accounts	
Microsoft Collaborative Applications (UW Office 365)	
Microsoft Infrastructure	
MyUW	
Notify.UW	
Pantheon Web Hosting	A contracted web hosting vendor is a strategic asset
PDF Document Remediation	Compliance
Priority Communications	
Reporting and Analytics	
Secure Workday Integration For Transactions (SWIFT)	
Subscription Software Licensing	
Term and Data Definitions (Knowledge Navigator)	
UW Alert	
UW Connect Service Management	
UW Directory	
UW NetID	
UW Phones	
Video Conferencing (Zoom)	
Wi-Fi Wireless	
Wired Network	

Standard Services

Service Name	Additional Notes
Audiovisual Systems Integration	
Call Center Solutions	
Campus Event Calendars	
CSS Consulting	
Data Visualization Software Licensing (Tableau Desktop)	
Database Systems	
Enterprise Architecture Consultations	
Enterprise Integrations	
Enterprise Service Desk	
Enterprise Texting Platform	
Enterprise Training & Management System (Bridge)	
Enterprise Web Services and Events	

Standard Services (continued)

Service Name	Additional Notes
Husky OnNet - Department	
Hyak: A Shared Scalable Compute Cluster for Research	
Learning Technologies Workshops and Training	
Lecture Capture	
Linux Directory Infrastructure (LDI)	
Linux Shell Environment	
lolo: Data Archive	
Mailman	
Managed Firewall	
Managed Windows VPN	
Managed Workstation	
MySQL Database Services	
Off-Campus Communications Service	
Password Manager (LastPass)	
Research Technologies for Teaching and Learning	
Scout	
Source Control (GitHub)	
Splunk	
Standard Hosted Server	
Standard Windows File Service	
Storage Area Network (SAN) Data Storage	
Unix Managed Server	
UW Administrative Home Pages	
UW Autopilot	
UW Connect Lite	
UW Shared Web Hosting	
UW Sites	
UW-IT Customer Analytics	
UW-IT eFax	
Virtual Email Domain	
Windows Managed Servers	

Low-Priority/Need More Information Services

Service Name	Additional Notes
Conferencing Services	Redundant with other services like Zoom?
Data Backup	Investigate usage
Directory Services	Investigate usage
Google Workspace (UW Google)	Compare to Microsoft 365 usage
Husky TV	Investigate usage compared to streaming
Poll Everywhere	Possible duplication with Zoom polls
Text Messaging Service	Investigate usage
Toll Free Number	Investigate usage
U Drive	Compare to other storage offerings
User Experience Design Consultations	Investigate usage
Window Imaging and Software Deployment	Component of Managed Workstation Service

Appendix C

Low Priority/Need More Information Services not in Recommendations

The following services, initially included in the Low Priority/Need More Information category, were not included in the service reduction recommendations following data collection and service owner presentations. With the exception of Directory Services, each service has been re-prioritized as a standard service with no change recommendations.

Data Backup

Usage and cost data indicate that the Data Backup service is well utilized to protect data on approximately 1100 UW server assets. Additionally, as a for-fee service, at least a portion of the costs are recuperated from the customers using it.

Directory Services

Directory Services has been under containment status since August 1, 2019.

Poll Everywhere

The primary question about the Poll Everywhere service was if it offered functionality outside of what was available in other polling options, such as Zoom and Teams. The service owner provided additional information about the service, including details about the pedagogically rich features it has that the other polling tools don't, as well as its ability to integrate directly with Canvas and class lists. It is well used and trending upward, and costs are managed by actively monitoring and retiring assigned licenses as they fall out of service (e.g. a student graduates or otherwise leaves the UW).

Text Messaging Service / Toll Free Number

Usage and cost data, as well as information provided by the service owner in a follow up meeting, indicate that use of both the Text Messaging and Toll Free Number services, while relatively small, is effective (e.g. use of the Text Messaging Service by the Husky Coronavirus Testing program). It was also noted that usage of both services is trending upward and costs are trending downward and that, as for-fee services, at least a portion of the costs are recuperated from the customers using them.

User Experience Design Consultations

The User Experience Design Consultations service is an ad-hoc offering, provided to the UW community on request. The only cost is staff time providing these consultations, which has been estimated by the service owner as totaling approximately 40 hours per year.

Window Imaging and Software Deployment

Usage and cost data were not requested for this service as it was determined to be a component service of the Managed Workstation standard service-level catalog offering.