Current Issues Roundtable:  
Meeting IT Organization and Service Delivery Challenges  

_Educause 2001_

Introduction  
• To design and implement a successful IT organization with an effective service delivery model, we must begin by knowing 2 things:
  • Who is our _customer_ and what do they _expect_?  
  • Who is our _competition_—alternately, against whom are we being benchmarked  

• Consider purchasing the following video: _Joe Calloway – “Focus on the Customer”_  

• This video includes many insights. Here are 2 to consider:  
  • Our customers’ expectations increase as our level of services improve  
  • Our competition extends beyond our industry  
    • For example: “AOL is open 24/7, why aren’t you?” or “I can buy groceries online, but why not my textbooks?”

**Brainstorming: Challenges/barriers that the group identifies as being critical**  
• Perception that technology is more important than the customer  
• Combining libraries with IT  
• Bandwidth utilization  
• Expanding/Extending services within budget constraints or shrinking budgets  
• Compensation for exempt employees  
• 24/7 Dormitory support  
• Organizational structure of IT  
• Managing customer expectations  
• Managing 2x growth in 5 years  
• IT staff coming from industry
• Policy decisions re: new technologies and things we never thought of
• Staffing crisis – qualified people but no increase in staffing levels
• Align IT services with organizational goals
• Taking a process approach

Ideas for conquering the challenges

• Bandwidth utilization
  • Set limits per user
  • Packet filtering tools (i.e., Packeteer)
  • Communication
  • Publicly name offenders

• Expanding/extending services within budget constraints or shrinking budgets
  • Outsource
  • Retire things and/or services

• Compensation for exempt employees
  • Differentiate between important and urgent
  • OT (overtime) compensation plan
  • Tie metrics to performance
  • Perks/"toys"
  • Shifts
  • Lifestyle
  • Learning
  • Recognition

• 24/7 Dormitory Support
  • Free room for student helpers
  • Temps

• Managing customer expectations
  • Building relationships
  • SLA
  • Communicate/PR
  • Define yourself
  • Baselines:
• Inventory of services  
  • Metrics – tied to strategic plan and budget

• Policy decisions re: new technologies and things we never thought of
  • Make decisions for the greater good and communicate them
  • Acceptable Use Policy bandwidth limits (IP Audit)

• Align IT services with organizational goals
  • Outsource/retire services
  • Align IT with goals of education

**Follow-up**
• Consider joining the Educause User Services listserv

  http://www.educause.edu/memdir/cg/userserv.html

  or

  send an e-mail message to
  listserv@listserv.educause.edu
  with the message
  subscribe userserv <your name>
  (no brackets around your name)

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