All Hands Meeting

27 June 2013

John Lutz
the opportunity to relate my experiences and thoughts regarding this effort

having a clear career path within Vanderbilt

it will be nice to have a common goal

a simpler, streamlined IT department

having a clear career path within Vanderbilt

for all to be on the same team

clarification of roles and responsibilities, the reorganization of policies and procedures

decrease the 'us and them' attitude

hearing about the inevitable reporting structure changes

WHAT WE’VE HEARD
WHAT ELSE WE’VE HEARD

dress code
do we have to do software audits

telecommuting
are we going to have to move

are we med center or university

cell phone policy
raises

how do we handle service levels

differences in on-call coverage

are we

haven’t we tried this before

vacation accruals

do we have to do software audits

what’s the right systems management approach

continuing education

parking rates
WHERE YOU'VE RECOMMENDED
AGENDA

the case for change

our principles for change

our leadership team

what’s next
THE CASE FOR CHANGE

Chancellor’s Vision
Growth at Vanderbilt
Immersive IT
Bain Report
THE CASE FOR CHANGE

Chancellor’s Vision
Growth at Vanderbilt
Immersive IT
Bain Report
Our goal is to deliver world-class IT for Vanderbilt.

-Nicholas S. Zeppos
Where does IT fit?

Division of Information Technology
THE CASE FOR CHANGE

Chancellor’s Vision
Growth at Vanderbilt
Immersive IT
Bain Report
THE CASE FOR CHANGE

Chancellor’s Vision
Growth at Vanderbilt
Immersive IT
Bain Report
INSTAGRAM'S SECRET PLAN / INTEL GETS SMALL / DORITOS LOCOS RULES THE WORLD!

FAST COMPANY

#UNPLUG
MY LIFE WAS CRAZY. SO I DISCONNECTED FOR 25 DAYS.
YOU SHOULD TOO.

TAKE OUR QUIZ: ARE YOU A TECH ADDICT?
12 WAYS TO ESCAPE THE GRIND:
YOUR COMPLETE DIGITAL DETOX CHECKLIST

BARATUNDE THURSTON

What happens when the world's most connected man takes a digital vacation?
Brick Lane made Britain's first 'Safe Text' street with padded lampposts to prevent mobile phone injuries

Last updated at 17:00 04 March 2008

Britain's first 'Safe Text' street has been created complete with padded lampposts to protect millions of mobile phone users from getting hurt in street accidents while walking and texting.

Around one in ten careless Brits has suffered a "walk 'n text" street injury in the past year through collisions with lampposts, bins and other pedestrians.

The 6.6million accidents have caused injuries ranging from mild knocks and embarrassing cuts and bruises through to broken noses, cheekbones and even a fractured skull.

Scroll down for more ...
http://www.youtube.com/watch?v=jPW8xmI4w6U
THE CASE FOR CHANGE

Chancellor’s Vision
Growth at Vanderbilt
Immersive IT
Bain Report
Vanderbilt IT lacks strategy and direction resulting in poor effectiveness

**ONLY ~30% OF LEADERS THINK THE IT ORGANIZATION IS EFFECTIVE AND ALIGNED WITH OVERALL STRATEGY**

How effective is our IT organization, and how aligned is it with Vanderbilt’s overall strategy (1 = Not at all effective/aligned, 5 = Extremely effective/aligned)

- **100%**
- **80%**
- **60%**
- **40%**
- **20%**
- **0%**

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"Overall, **this institution lacks a singular IT strategy.** This deficiency results in a lack of direction for our core systems, make vs. buy decisions are made in a vacuum."

"**When problems occur it can be a desktop, network, firewall, unified communications or hardware issue.** That represents **5 different areas of IT and they will each blame the other for the issue.** Meanwhile, we still have the problem."

"**The IT organization is very fragmented.** If it were put under one umbrella with a common goal it could be much more effective and efficient."

% 4 or 5: 31%
% 3: 28%

Source: IT end-user needs surveys

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VANDERBILT UNIVERSITY

9/25

ATL 130411-CIO onboarding package vr 21
Existing application support is fragmented, exacerbating the problem for end-users

**WHO DO GENERAL ADMIN GO TO FOR SUPPORT WITH THEIR MOST USED APP?**

- Applications and systems each have **different ‘homes’ for support**
- End-users express frustration at **inability to “one-stop-shop”** when they have an issue with an application
- Central organizations are not well-equipped to support **complex application landscape**

“Once you’ve been here long enough, you know who to call. But it’s that **institutional knowledge** that helps you, not a guideline or training program”

Source: IT end-user needs surveys
Help Using Technology

- Who do I go to for help with Technology?
  - Local Service Provider (LSP)
  - LAN Manager
  - Medical Center Helpdesk
  - Students Helpdesk
- What is central IT?
  - ITS
  - MIS/EAI
  - Informatics

Call Vanderbilt IT

Phone: 555-5555
Email: it@vanderbilt.edu

APR 2013

JAN 2014
Seven guiding principles have been developed for Vanderbilt’s IT transformation

- IT will be grounded in unwavering **customer focus**: empowering faculty, researchers and students to **deliver on core missions** of the University, and enabling administrative staff to **operate** Vanderbilt in the **most efficient** manner.

- Strong IT strategy will ensure **investments** are channeled to the **highest impact** areas.

- Single point of **accountability** for university-wide IT.

- Vanderbilt will leverage **3rd party off-the-shelf solutions by default** with rare exceptions allowed only in cases of unique differentiation supporting one of the core University missions and approved by the CIO.

- Vanderbilt will provide sufficient **training** to help end users improve their productivity by fully leveraging available IT solutions.

- **Patient care-specific IT is out of scope** of the transformation and will report directly to the hospitals CEO while coordinating with campus-wide CIO.

- **IT** paid for through **sponsored funds** will continue to have **autonomy** with the option of using University IT services.
OUR PRINCIPLES FOR CHANGE

focus on our customers
develop our team
cultivate governance
set the dials right
consistently communicate
OUR PRINCIPLES FOR CHANGE

focus on our customers
develop our team
cultivate governance
set the dials right
consistently communicate
MOMENTUM BUILDERS

- Improve ePassword Customer Experience
- Standard Classroom Technology Taskforce Consisting of IT School Leaders
- Training Lab for IT staff and Vanderbilt Community
- VUMC Wireless
- Broadcast University Wireless
- Photos in PeopleFinder
- Mobile Access to Your Enrollment Services (YES)
OUR PRINCIPLES FOR CHANGE

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consistently communicate
OUR PRINCIPLES FOR CHANGE

focus on our customers
develop our team
cultivate governance
set the dials right
consistently communicate
- Aligned expectations
- Relationship managers
- Frequent relationship audits

- Joint committees at various levels
- Clearly defined roles and responsibilities

- Protocols for:
  - Decision making
  - Communication
  - Conflict resolution

- Rules/processes for contract and service delivery management
OUR PRINCIPLES FOR CHANGE

focus on our customers
develop our team
cultivate governance
set the dials right
consistently communicate
Other Technologies

- Web Hosting
- DNS/DHCP infrastructures
- LTM/F5
- SharePoint sites
- Storage solutions
- Directory Services/Authentication
OUR PRINCIPLES FOR CHANGE

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cultivate governance
set the dials right
consistently communicate
# COMMUNICATION PLAN

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<tr>
<th>In Person</th>
<th>6/10-6/17 Roundtables</th>
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<td>6/27  All Vanderbilt IT Staff Meeting</td>
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<th>Direct Email</th>
<th>6/5 Email and video to all Vanderbilt IT Staff</th>
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<td>6/13 Email to all Vanderbilt IT Staff</td>
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<td>6/20 Email to all Vanderbilt IT Staff</td>
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<td>7/1 Email to all Vanderbilt IT Staff</td>
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<tr>
<th>Web</th>
<th>7/1 New Vanderbilt IT landing page launched</th>
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<td>1/1/14 New fully consolidated website launched</td>
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<th>Launch</th>
<th>7/1 Organization Launch Article</th>
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<td>7/8 Email to all Vanderbilt IT Staff</td>
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<td>7/8 Q&amp;A Article</td>
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the making of Information Technology

NOV 2012
transformation initiative kicks off

MAY 2013
One Vanderbilt IT project kickoff

JUN 27
“snap” all hands meeting

JUL 2014
“pop”

APR 2013
IT roundtables

JUNE 2013

JUL 2014

JAN 2014
“crackle”
NOV 2012
transformation initiative kicks off

MAY 2013
One Vanderbilt IT project kickoff

JUL 2014
“pop”

JUN 2013
“snap” all hands meeting

JUL 2014
“crackle”
New division launched to transform information technology at Vanderbilt

by Melanie Moran | Posted on Monday, Jul. 1, 2013 — 7:00 AM

Building world-class information technology is the charge of the new Division of Information Technology, which officially launched June 27 during an event at the Student Life Center.

The new division, under the direction of Vice Chancellor John M. Lutz, brings together approximately 500 information technology employees from across the university and medical center into one...
OUR LEADERSHIP TEAM

Esfandiar Zafar  
Core Infrastructure

Penny Peirce  
Distributed Technology Services

Dan Nanto  
Application Development & Integration
OUR LEADERSHIP TEAM

Andrew Hutchinson
IT Service Management

Jason Reusch
Customer Service & Project Management

Sal Ortega
Security Operations
OUR LEADERSHIP TEAM

Dave Mathews  
Network Services

Kim Mallory  
Business Operations

Jeff Kimble  
Technology Support
OUR LEADERSHIP TEAM

Monroe Wesley
IT Risk

Darryl Boone
Application Infrastructure
available at http://it.vanderbilt.edu
do the same work
don’t break anything
serve our customers
I HAVE BEEN HERE FROM THE START
JULY 2013
Vanderbilt University
Information Technology