Goal of CUIT Organization Re-Design

Deliver information technologies and customer service that are well matched to the needs of Columbia as one of the premier educational institutions in the world.
CUIT Guiding Principles for Organizational (& Process) Design

- Optimize IT capabilities by grouping similar functionalities

- Make it easier for our customers to interact with us by clarifying and consolidating processes and points of contact

- Encourage and enable consistent processes, collaboration across teams, continuous improvement, and innovation

- Align responsibilities, authority and accountability to enable results

- Encourage career opportunities and professional/managerial development

- Facilitate partnering with other IT organizations across the campus
Overview of Component CUIT Groups

Client Services
Manages relationships, communication, marketing, and interaction with clients, from break-fix to new needs. Partners with clients to understand requirements and to develop and prioritize new service requests. Manages the functions that most directly “touch” the customer, including help desks, desktop/PDA/phone support, public technology facilities

University Systems
Develops, manages, and maintains applications that enable students, faculty, and administrators – specifically Web Services, Data Warehouse, Reporting, DARTS, Student Information Services, RASCAL, Grants Management, Tenant Management, Program Management Office

Enterprise Systems
Develops, manages, and maintains applications that enable students, faculty, and administrators – specifically Finance, Human Resources, Systems Integration software, Benefits Administration/Call Center, ID Recarding/Conversion project, Program Management Office

Technology Infrastructure
Manages, maintains and enhances infrastructure solutions, including voice/data network design and implementation, data center operations, systems, hardware and software, e-mail services and disaster preparedness

IT Security and Policies

IT Organizational Planning and Strategy

Finance

Human Resources
The reorganized CUIT makes it easy for customers to interact with us, and groups similar functions together.
Client Services

Manages strategic client relationships, communication, marketing, and interaction with clients, from break-fix to new needs.

- **Client Relationship Management**
  - Manage relationships with customers, understand their functions, analyze / prioritize requests for new / enhanced services, and assure that their needs are met
  - Enable and manage client services, both common across the campus and tailored to particular customer segments, efficiently and effectively
  - Coordinate client communications and training

- **Client Service Center**
  - Integrated help desk that addresses communications (voice and data) and IT issues relayed via in-person, web, email, phone
  - University telephone operator service, University white-pages publication
  - Answer / resolve most frequently asked questions and issues

- **Client Technology Services**
  - Single desktop services group that delivers common and tailored personal IT services and support, including PC, MAC, desk phone, cell, smart phone, email access, voicemail access, office/productivity software support, applications access
  - Support center for commonly used campus technology services such as technology workstations/kiosks, printing services, video-conferencing, e-classrooms
Client Services

Client Relationship Management
Corinne Hoch

Communications
Nuala Hallinan

Training
Sheila Kieran-Greenbush

Client Services
John Lenz

Client Service Center
Jeff Eidridge

Help Desk
James Izurleta

- Lavann Bloomfield
- Kenneth Jackson
- Dennis Reid
- Demian Vanderputten
- Genetta McDermott
- OPEN
- Christopher Penido
- Francisco Saldana
- OPEN
- Joseph Evans
- Sheldon Cyrus

Support
Jill Williams

- Gary Wong
- Joyce Fettermann
- Masaru Negi

Telecomm
George Mintz

- Mary Wilford
- Bob Marash
- Alice Plowden
- LaReine White
- Amaka Ezeh-Duru
- Deborah Hunt

Client Support
OPEN

- Kathryn Engelhardt
- Jeremiah Johnson
- Bradley Powell
- Jay Natarajan
- Raymond Huang
- John Friar
- Gretchen Hitzelberger
- Rich Hall
- Chris Dubois

Client Support
OPEN

- Mark Crawford
- Hector Navarrete
- Nathan Peake
- Federico Prete
- Bradley Graham
- Craig Rogers
- Liam Davis
- Krishan Malik
- OPEN

Faculty Support
John Lovle

Field Operations
Andi Lily

Technology Facilities
John Lussier

Academic Facilities
Nick Dimeria

Research Computing
Mgmt Rpts & EDS
Support

Telecomm Client Support
Andre Jenes

- Lynn Rohrs
- Sue Zayac
- Nicole Fox
- Dan Gaiting
- Andy Alexandakis
- Tony Guzzardo
- Shanelle Richardson
- Patrick Rausch
University Systems

Develops, manages, and maintains applications that enable students, faculty, and administrators. Instills the methodology and tools required to ensure success of large application projects as well as enhancements to deployed systems.

- Information Management, including our web site development, data warehouse, and management reporting functions
- Student Information Systems (SIS) maintenance and enhancement
- RASCAL research system maintenance and enhancement
- New Grants Management System implementation
- New Tenant Management System implementation
- Program Management Office, shared with Enterprise Systems – structure TBA
Enterprise Systems

Develops, manages, and maintains applications that enable students, faculty, and administrators. Instills the methodology and tools required to ensure success of large application projects as well as enhancements to deployed systems.

- Human Resources and Finance application support and enhancement
- New Benefits Administration, Self-Service, and Call Center implementation
- Systems Integration, including evolution and support of some specialized enterprise software such as
  - MyColumbia portal
  - Identity and authorization management
  - Content management system that underlies many of our departmental web sites
  - Electronic publishing platforms
  - CourseWorks and Sakai platforms
- New ID Recarding and Conversion project, which will coordinate implementation of new ID cards across the Columbia, Barnard, and Teachers College campuses over the next two years – project structure TBA
- Program Management Office, shared with University Systems – structure TBA
Technology Infrastructure

Manages, maintains and enhances infrastructure related solutions that provide essential technology service to Columbia. Consolidates and unifies technology directions and support.

- **Networking**
  - Engineering, design and implementation of network/telecom platforms and applications
  - Network/telecom operations, maintenance, and cable plant management

- **Communications Software**
  - Kermit software development, marketing

- **Operations**
  - Data Center hardware and application monitoring, storage and environmental performance
  - Production management, environment management, data center hardware, applications, and storage

- **Systems**
  - Database and storage
  - Windows systems
  - Unix and email systems
  - Mainframe systems
  - Disaster preparedness
CIO Support Functions

Area includes all the functions required to provide direction, oversight and integration across CUIT:

**IT Security and Policies**
- Security Policy and Oversight
- Cohesive IT Security Operations
- IT Standards and Guidelines within CUIT and throughout the University

**IT Organizational Planning & Strategy**
- Work with CUIT managers to align organizational strategy, change strategies, and leadership capability to create a high-performance IT organization
- Manage the annual business/IT planning processes to evolve a portfolio of initiatives that best support University priorities

**Human Resources**
- Position Descriptions, Grading, Compensation
- Recruiting
- Staff Development & Career Management

**Finance**
- Budgeting and Accounting
- Billing and Chargeback
- Asset Management
- Project Financial Analysis
## Going Forward – Continuous Improvement and Innovation

### Improve and Transform Organizational Capabilities
- **New structure**
  - PMO capabilities: project charters, project prioritization and approvals, project plans, project execution
  - Technology architecture: rationalization, refresh, investment, strategy
  - IT Funding Model: sources, core versus enhanced services, central versus discretionary funding
- Relocate to Manhattanville and Watson in May ‘07

### Deliver Critical Committed Large Projects
- **CYRUS Rollout**
- **DARTS Enhancements**
- **Grants Management**
- **Tenant Management**
- **Benefits Administration, Self-Service, Contact Center ID Record and Conversion Management Reporting**

### Define, Prioritize, Fund, and Deliver Potential Additional New Initiatives
- **IT Security Policies and Practices**
- **Disaster Recovery Plans and Capabilities**
- **Network Refresh and Upgrades**
- **User Support Capabilities**
- **Information Commons Platform**
- **Teaching and Learning Platforms**
- **Strategic Data Warehouse and Enterprise Reporting**
- **Data Center Environment**
- **ERP Deployments**