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FY19 and Beyond - Goals

OUR STRATEGIC PRIORITIES
Things to achieve

One IT@Yale
Strategic Projects
Workplace of Choice
Operational Excellence
Mission-Centric Innovation

ALIGNED WITH INDIVIDUAL GOALS AND ROLE

SERVICE QUALITY

OUR VALUES
Things to believe in

COLLABORATION | OPENNESS

COMMUNITY | STEWARDSHIP | OPPORTUNITY

OUR COMPETENCIES
Things to practice

PERSONAL ACCOUNTABILITY
RESOURCENESS & RESULTS ▪ EXPERTISE & CONTINUOUS LEARNING
COMMUNICATION & INTERACTION ▪ MANAGE DIVERSITY
STAFF DEVELOPMENT ▪ COMMUNITY & CLIENT FOCUS
Strategic Anchors

One IT@Yale – Working Together to Provide Clear and Accessible Services

Service Quality – Consistent and Reliable Delivery of Valued Services

Workplace of Choice – Great People Enthusiastically Working Toward Shared Goals
One IT@Yale

Service Catalog

Now aligned by IT Pillar or CIO direct to clarify accountability and decision rights

Building toward a full expression of applications, team members, and cost model
Through multiple joint sessions, YNHHS and Yale have agreed a design, deployment, and support approach for the comprehensive needs of the clinical practice.
Service Quality
Data Center Commissioning

Revisions and testing of electrical and cooling bring us to a concurrently maintainable state (L3).

In combination with off-premise cloud and colocation, we now have facilities appropriate to our service quality goals.
Service Quality
Hopper AWS to Azure Migration
Our first substantive applied use of our revised security classification methodology

How does Yale classify technology?

Yale measures the degree of negative impact to the University if a technology were to be compromised by answering the three cybersecurity questions.

WHAT IS THE DATA SENSITIVITY?
Evaluate the risk level associated with the data the technology will host.

IS THE DATA OR TECHNOLOGY SUBJECT TO EXTERNAL OBLIGATIONS?
Evaluate any regulatory and contractual mandates that require specific security controls or incident response procedures.

WHAT ARE THE AVAILABILITY REQUIREMENTS?
Evaluate the risk level to operations if data is permanently lost or the technology becomes unavailable due to a disruption.

THE OVERALL CYBER RISK CLASSIFICATION OF YALE TECHNOLOGY ALIGNS WITH THE HIGHEST RISK LEVEL DERIVED FROM THE THREE KEY CYBERSECURITY QUESTIONS.

https://cybersecurity.yale.edu/classifyingtechnology
Service Quality

Major Incident Management (MIM)

Refined process nearing completion. Initial Drill to be conducted June 2019

Major Change:

Senior Leadership rotation for MIM Duty Officer
For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others.

- Nelson Mandela
Workplace of Choice

Onboarding
Workplace of Choice

TEAM MIX

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<th>FY18</th>
<th>FY19</th>
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<tr>
<td>Employee</td>
<td>385</td>
<td>426</td>
</tr>
<tr>
<td>Contract</td>
<td>125</td>
<td>60</td>
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</tbody>
</table>

DIVERSITY

55% Diverse
43% Female

of 58 hires concluded since July 2018
Information Technology is *an enabler* in much of what we do as a research university.
FY20

IT Executive Committee
Polak, Callahan (Co-chairs)

Academic IT
Suttle (Chair)
Primary Beneficiaries:
Faculty and Students
Support Staff: Mathew

Research IT
Schiffer (Chair)
Primary Beneficiaries:
Research Faculty
Support Staff: Keshav

Clinical IT
Borrelli (Chair)
Primary Beneficiaries:
Clinicians and Patients
Support Staff: Hans

Cultural Heritage
Gibbons (Chair)
Primary Beneficiaries:
Museum and Library
Patrons and Scholars
Support Staff: Mathew

Administrative IT
Murphy (Chair)
Primary Beneficiaries:
Employees, Research Faculty,
Alumni
Support Staff: Ulan

Foundational IT
Barden (Chair)
Primary Beneficiaries: Entire Yale Community
Support Staff: Tiseo, Rivers, Gemenis, Schlagheck
Considerable progress has been made in aligning our financial structure:

1) Service-based
2) Operations Focus
3) Staffing Model

- Cost Recovery
- Portfolio Rebalancing
- Pillar-based Ops Planning
FY20 – Pending Approval

Programmatic Changes Anticipated for FY20
1) Accelerate Information Security
2) Perpetual Funding of Operational Excellence (OE) Program
3) Enhanced Class Tech Support
4) Science Report Response (pending)
FY20 – Pending Approval

**Academic** – Student Information Systems, Athletics Teamworks

**Research** – Research Computing, Environments, and Data

**Clinical** – Patient-Facing Phones

**Cultural Heritage** – Collection Access

**Administrative** – Campaign, Alumni Website, Hospitality Point of Sale, Time Tracking, Pre-award Enhancements, Payment Card Planning

**Foundational** – Next Gen Network and Security, Access Management, Monitoring
FY20 - Balanced Scorecard

Our **Strategic Anchors** remain:

- One IT@Yale
- Service Quality
- Workplace of Choice

Senior Leadership is working toward defining and releasing a “balanced scorecard” framework to improve clarity of our shared goals.

Expect additional announcements and working sessions early in FY20.
Thank You!
## Agenda

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IT Improvement Program

Its genesis, its accomplishments, its evolution.
In the beginning…..

Our goal: to be solidly at **Level 3 Maturity** by 2021

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<thead>
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<th>Maturity Level</th>
<th>Status</th>
<th>Description</th>
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<tr>
<td>1</td>
<td>Initial</td>
<td>Unpredictable and reactive. Work gets completed but it often delayed and over budget.</td>
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<tr>
<td>2</td>
<td>Repeatable</td>
<td>Managed on the project level. Projects are planned, performed, measured and controlled.</td>
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<tr>
<td>3</td>
<td>Defined</td>
<td>Proactive, rather than reactive. Organization-wide standards provide guidance across projects, programs and portfolios.</td>
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<td>4</td>
<td>Managed</td>
<td>Measured and controlled. Organization is data-driven with quantitative performance improvement objectives that are predictable and align to meet the needs of internal and external stakeholders.</td>
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<tr>
<td>5</td>
<td>Optimized</td>
<td>Stable and flexible. Organization is focused on continuous improvement and is built to pivot and respond to opportunity and change. The university’s stability provides a platform for agility and innovation.</td>
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Some history: Different and important initiatives were launched to improve our maturity level score.
So we formed a program to help bring cohesion and leadership focus to them.
Accomplishments so far:

- The new change process is being deployed
- Project Gating and Service Readiness are under review
- Monitoring Recommendation Report is complete
- UX team is drafting an approach for prioritizing services assessment based on the PMO user experience evaluation
- A CMMi-based model is being drafted to assess process maturity
- And more....
Meanwhile – Senior Leadership Team has been busy planning....

### Vision
- *What do we aspire to be?... <under construction>*

### Mission
- To enable the mission of Yale and expand the realm of possibility

### Values
- *Initiative, collaborative, stewardship, ownership... <under construction>*

### Objectives
- Improve service quality, more...<under construction>

### Measures
- Targets, KPIs...<under construction>

### Tactics
- IT Improvement Program
- Other actions to take...<under construction>

### Personal objectives
- What must I do?... <under construction>
The IT Improvement Program’s evolution with the strategic plan

Illustration:

Service Quality – Consistent & reliable delivery of valued services

Includes:

**People and capacity**
- Training and growth
- Employee retention
- Strong culture of ownership and shared purpose

**Internal Business Processes**
- Service Ownership
- Major Incident Management (MIM)
- Service metrics
- KPIs
- Change management

**Customer Perspectives**
- Service Level Agreements
- Customer satisfaction
- Service Metrics
- Security profile
- Incident and request handling

**Service Financial Stewardship**
- Total cost of ownership
- Value monitoring
- Operating cost monitoring
It takes time....

to grow a garden. It takes individual effort, teamwork, and leadership support and direction to achieve results.

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