

September 1, 2009

TO: Campus Community  
FROM: Mark Cianca, Director, Applications and Project Management

RE: Organization Changes in Applications and Project Management

I write to inform you of changes to the organizational structure of the Applications and Project Management Unit (A/PM) in the Division of Information Technology Services.

These changes, effective September 1, result from budget-related staffing reductions and from the need to create a more efficient applications development and support structure.

Over time, the new A/PM unit will pool developer and support resources to directly and indirectly support two major lines of business: the campus academic and student development mission; and accompanying campus business needs.

The benefits of these changes to the campus and to ITS are significant.

- By pooling teams of developers along similar lines of business, we create a deeper understanding of end-to-end business processes.
- Consolidating working teams helps to eliminate single points of failure in application support.
- Defining a roadmap of standards and common development platforms will, over time, help us reduce the complexity of our environment and enable better cross-training and coverage possibilities among a reduced workforce.
- Implementing a set of standard release dates, as appropriate to each line of business, will make planning for work more effective, and will help us to appropriately allocate demand against finite resources.
- Creating predictable, repeatable internal processes for developing, testing, releasing, and supporting application code in production is a critical next step for efficiencies and prepares us for a time when the campus returns to a growth period.

The table on the following page identifies four primary workgroups within A/PM as well as the management of each workgroup, and relevant internal teams. It also contains a statement for the scope of responsibility for each group. A more detailed organization chart is posted online at [http://its.ucsc.edu/about\\_us/org\\_chart/apm.pdf](http://its.ucsc.edu/about_us/org_chart/apm.pdf).

<b>Applications &amp; Project Management</b>			
<b>Academic Systems Group</b> <b>Greg Gaither, lead</b>	<b>Architecture and Infrastructure Group</b> <b>Lisa Gardner, lead</b>	<b>Business Systems Group</b> <b>John Guertin, lead</b>	<b>Project Management Group</b> <b>David Turner, lead</b>
Manages applications in support of the academic program and student support processes, including AIS, CLP, GARP, SHO, Student ER, etc. Serves as lead for Web Development efforts.	Supports application middleware, identity, web infrastructure, database services, internal tools and APM process and methodology. Primary point of liaison with ITS Core Technologies	Manages applications in support of campus business processes and in support of campus reporting needs, including FIS, PPS, ADFS, DivData, DWH, AIS Reports, etc.	Provides project management support, training, and analytical support to ITS and ITS-sponsored projects. High visibility campus projects are assigned to staff on this team.
<b>Notable Changes in each area</b>			
<p>Web application development and support focused in a team led by David Rosen.</p> <p>AIS development staff now part of Academic Enterprise team.</p> <p>AIS reporting staff moved to Data Services team in the Business Systems Group.</p> <p>Application portfolio now includes systems supporting housing and student life.</p>	<p>New responsibility for developing and deploying unit-wide standards for tools and processes.</p> <p>Web infrastructure team focuses on enabling web technologies.</p> <p>Establishes application architecture and development standards for use across entire portfolio.</p>	<p>Over time, all staff that support reporting will be moved into a Data Services team led by Tuan Tran. AIS reporting staff move to this team.</p> <p>Other staff in Tran's portfolio move to the HR and Business Systems team led by Scott Councilman.</p> <p>Over time, Banner application support staff work as part of a pooled team.</p>	<p>Project managers and business analysts from the former Portfolio Management Group and Applications Solutions units have been assigned to the new Project Management Group.</p>

One important outcome of these organizational changes is a need to redefine application governance with the stakeholder community. With current reductions in staff support already in place, and with further reductions coming as a result of the furlough program, we will need to bring our campus partners together to help define the highest priorities for application work and to help in the process of allocating scarce resources against significant demand.

In consultation with the Advisory Committee for Information Technology (ACIT) and its leadership, Bill Hyder and I will ask John Guertin and Greg Gaither, together with the lead DLs for Academic Divisions (Andrea Hesse) and Academic Support Divisions (Peter McMillan) to propose a new governance structure for the Academic Systems and the Business Systems areas. They will consult broadly with stakeholders in the design of this governance structure and I would hope to launch a newly revised governance process in late Fall 2009.

If I can provide additional information or if you'd like to meet to discuss these changes, please feel free to contact me at ext. 9-1606.