Contents for today

• Evolving our UIS structure
• Strategy development
• Service and project update
• Working with the IT Community
• Q&A
Evolving the UIS leadership structure
Why do we need to change?

Strategic
Lead the IT transformation of Cambridge

Operational
Mission critical IT structure and services

...while delivering our UIS Strategic Direction
Changes in summary

1. Creation of a New Chief Operating Officer (COO)
2. New structure of 2 Groups and 8 Divisions
3. Expand the SLT
Old UIS Leadership structure

- Director
- Architecture
- Build & Development
- Education Administration & Student Services
- Departmental Operations
- Digital Transformation Consultancy
- Information Security
- Programme & Project Office
- Research Computing & Institutional Services
- Service Operations
New UIS Leadership structure

Director
- Architecture Group
- Information & Cyber Security Group

Chief Operating Officer
- Delivery Management Office
- Departmental Operations
- DevOps
- Infrastructure
- Institution Liaison & Relationship Management
- Large Systems
- Research Computing Services
- User Experience
Evolving structure – Groups

Strategic focus

Architecture

Professor Ian Leslie (Acting Chief Architect)
Defines how systems, technology and information can be best structured and organised for Cambridge

Information & Cyber Security

Vijay Samtani
Responsible for helping the University manage information and cyber security risks
Evolving structure – Divisions

Operational focus

Infrastructure

Jon Holgate (Acting)
Networks and Telecoms, Infrastructure, Data Centre & Hosting and Frontline Services

User Experience

Chris Mitchell
User Research, User Experience Design, Data Analysis and Content Design

Departmental Operations

Rachel Hooper
Human Resources, Communications, Finance, Administration, Building Services

Research Computing Services

Paul Calleja
Provides Research Computing Services including high-performance computing services to the University and others
Evolving structure – Divisions (continued)

Operational focus

Institution Liaison & Relationship Management

Richard Hey
Creates one Relationship Management team
Includes training services

Large Systems

Chris Edwards
Large system Build, Procurement, Development and Operations, and QA

DevOps

Abraham Martín-Campillo (Acting)
Small and Medium-Sized System Development and Operations

Delivery Management Office

Steve Riley (Acting)
Business Improvement, Business Analysis, Continuous Improvement, Change Management
Evolving ‘Large Systems’ and ‘DevOPs’

• ‘Large Systems’ (previously ‘Build and Dev’) is unchanged so far

• More coherent structure needed in the longer term

• Change will not be easy - our systems are highly complex and critically important

• We can, and should, try things within the current structures

• Impact on individuals probably bigger than the recent changes
Strategy update
Undergraduate application process review

- Fundamental re-think of admission processing
- Recognition from the “business” this will be a long campaign
- Gather business/user needs in a substantial discovery phase
- Cambridge specific development
Project and service updates

- Institutional File Storage
- Media Streaming Service and lecture capture
- Penetration testing as a service
# Infrastructure Programme Plan, October 2018

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<th>Programme Governance</th>
<th>Infrastructure Programme Initiation &amp; Definition</th>
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<td>ACN Network – replacing/merging – switches, cables, etc. (includes Old Schools network upgrade)</td>
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<td>New UAS Server Network &amp; Security Zones – purchasing equipment, setting up infrastructure</td>
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<td>UAS ACN/UIS Firewalls (Checkpoint Migration)</td>
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<td>UAS ACN/UIS Exchange Online Migration</td>
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<td>Hall 4 Tender</td>
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<td>Hall 4 Requirements &amp; Design</td>
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<td>New Data Centre Project Initiation, Feasibility Study DATE TBC</td>
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<td>ROMAS Launch</td>
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**Key:**
- **In Progress**
- **In Milestones**
- **Complete**
- **Failed**
- **Not Started**

- Migration of Services >> Dec ’19
- Server Firewall Launch DATE TBC
- Turn off on-prem UAS
- Procurement & Technical Design
- Fit Out >> Sep ’19
- Institutional Virtual Server Service Initiation & Definition
- Implementation >> Dec ’19
- Stages 2, 3, 4
UIS over-committed and under-resourced to deliver current commitments

275 UIS (non-support) staff

Running 100+ services

“delivering” 66-105 projects
Resourcing projects and programmes

• Governance and assurance are key requirements for projects and programmes

• Projects and programmes need resources... but they should not be the mechanism by which resources are generated

• Move to a constant capacity (but evolving capability) that executes agreed priorities
Development options

Max flexibility
Disjointed systems
Technical Debt

Evolving but defined set of framework/tools

Standardised Portable skills Reusable
Rigid Inappropriate

any way

one way
Top 5 courses viewed:

1. ITIL Foundation
2. Learning Java
3. Learning Ansible
4. Learning Python
5. GIT Essential Training

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