**Key Elements for ITSM Success**

***Do your homework***

Consult and share with other higher ed institutions – wealth of experience available

Develop a common level of ITSM maturity among all IT staff – speak a common language

 Know your procurement process

***Pick the right tool for you***

Features – what does your campus need? How do you know?

Right Size – will it support you now and into the future?

Sustainable – plan for support beyond implementation

***Don’t forget the process – a fool with a tool…***

Agree on the same basic process for all but… Leave room for local flavor

Be ready to adapt – willingness among all stakeholders to change and compromise is crucial

Tool will inform the process which will inform the tool … can’t consider the process or tool in a vacuum

***Get your executive champions on board***

 Support for human and fiscal resources needed

 Reinforce the goal, see ITSM as the strategic asset it is

 Involve your campus partners and customers – what do they get out of this?

***Communicate, communicate, communicate***

 Shared ownership of both process and tool – implementation group discusses everything, decides together

 Shared governance – advisory group for shared production service decision-making

 Regular implementation updates & training – new features, changes, involve all IT in testing

***Get off to a good start***

Invest in an implementation partner - Invaluable expertise, best practices, time savings

Dedicated, concentrated effort from the core team required – project management critical

Phased approach – quick wins and manageable chunks of work

***It’s called Continuous Improvement because you’re never “done”***

 You won’t get it all right the first time

 Thousands of decisions, big and small – be ready to change your mind based on actual experience

 Review your metrics and listen to the staff who use the tool every day

**Developing a Shared Vision in a Decentralized Organization**

***Are you ready for a change?***

 Need some basis for a collaborative venture, a culture of cooperation among IT teams

Executive sponsorship actively engaged and supportive of change

 Investment in the process – both philosophically and fiscally

***Inclusion is critical***

From beginning to end and every step along the way – everyone has a voice

Take the time to truly understand the needs of all teams and audiences

Include campus partners, particularly those like HR and Admissions who might receive tickets

Don’t forget areas like Purchasing or Facilities who have similar needs and might have interest

Inclusion doesn’t end with implementation – establish ongoing governance that is also inclusive

***Decisions are made together, at a representative table***

It’s not a central IT initiative, it’s an all of IT initiative

Gain automatic buy-in from collective decision-making, as well as shared knowledge of the system

Builds a sense of community – we’re all in it together, we all share the same challenges and rewards

Understand and accept that this adds time to any implementation

***Willingness to compromise***

Consensus can’t be mandated, so it must be built – we have to choose to collaborate in a decentralized org

 Teams must be willing to adapt their local processes to a more global one

 Reasonable expectations are important – not trying to achieve perfection right out of the box

Your tool will have some things you love, and some things you don’t – focus on the things you love

***Flexible process important***

Understand current process and where gaps exist before recommending a new one

Be sure your unified process/tool is also adaptable to specific local needs

Truly continuous improvement – decisions made prior to implementation will change and evolve with use

***Sell the value of ITSM to IT and to users***

Consistent support experience for all users – shared process and tool allows IT to back each other up

Single pane of glass for IT and visibility for users into the work being done for them

Federated knowledge in one system, available to all - hugely important and beneficial for years to come

**IT Service Management at Illinois State University**



***Three Years Ago***

19 separate IT units, all with their own service management processes

Though some Incident Management process was established, other process areas were lacking or immature

3 ITSM Tools, and many ad-hoc or self-developed solutions for supporting Incident Management

No ability to route issues amongst different units/teams

***Today***

 A single tool (Cherwell) was procured for all campus units to leverage for IT Service Management

 All areas have adopted use of the tool and a unified incident management process was established

 Service Request fulfillment was established as a separate service management process

 Change Management process has been created and adopted for central IT

 Phase I of a campus-wide CMDB was completed focusing on core systems and servers

 Knowledge Management was centralized in the ITSM tool for both customers and IT staff

 Service Level Standards were established campus-wide for incidents and requests

 Single self-service portal established for all users

Currently in development: Release, Vendor, Project, Problem, Equipment Checkout, Mobile