

**Application for the 2009 Larry L. Sautter Award
for Innovation in Information Technology
University of California**

ITS Service Catalog
Information Technology Services
UC Santa Cruz

http://its.ucsc.edu/service_catalog/

Information Technology Services

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Campus Services by Category	Campus Services A-Z	Campus Services by Affiliation	Services for Divisions
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Accounts

Account Management, CruzID...

Business Systems

MyUCSC, Application Development and Advisory Services...

Data Center & Servers

Server Hosting...

Desktop Support

Standard Desktop Support...

Email, Calendar & Collaboration

CruzMail, CruzTime, Newsgroups...

Help Desk Services

Help Desk...

Instructional Technology

Classroom Support, Computing Labs, FITC...

Media & Event Support

Special Events, Technical Design, Media Production...

Network & Wireless

Wireless and Wired Network, Remote Access...

Organizational Support

Project Management...

Security & IT Policy

Security Incident Response, IT Security Awareness...

Software

Software Licensing...

Telephone

Telephone Service, Directory Services...

Web Services

Web Hosting, Personal Web Pages, Web Development...

Quick Links

CruzMail <small>Campus Email System</small>	CruzTime <small>Campus Calendar System</small>
Software <small>Licensing & Support</small>	Accounts <small>CruzID</small>
CruzNet <small>Wireless Network</small>	MyUCSC <small>Campus Portal for AIS</small>
Web Services	Desktop Support <small>Windows & Mac</small>
Telephone	Help Desk <small>ITS Support Center</small>

What's New?

CruzTime Wireless Sync

New resource page with info on how to synchronize CruzTime calendars with mobile devices

Newsgroups

The campus USENET feed was discontinued on March 1, 2009

Service Topics

IT Services for New Employees

Technology-related information and resources for new campus employees

Mobile Device Support

List of mobile computing devices supported by each IT service

Web-Related Services

Services relating to web content and publishing

Service Level Agreements (SLAs)

The SLAs reflect our commitments to you

Contact us...

Online:

[Request Help](#)
[ITS Support Center](#)
[ITS Frequently Asked Questions](#)

Phone:

(831) 459-4357
(campus ext. 9-4357)

Email:

help@ucsc.edu

In-Person:

Kerr Hall Room 54
[ITS: Divisional Liaisons](#)

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[Request Service](#) | [Change Log](#) | [Getting Help](#) | [Feedback](#)

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The ITS Service Catalog

UC Santa Cruz has consolidated IT staff and services into a single organization. This new Information Technology Services (ITS) division was organized around key principles such as having a strong customer focus, being process oriented, and service-based. The ITS Service Catalog is a web site developed for customers and IT service providers to understand the IT services available to the campus. The catalog uses concepts from the IT Infrastructure Library (ITIL), a framework for service management best practices. The catalog has evolved into a critical resource for IT service information, planning, and communication.

Project Leaders and Team Members

Aaron Melgares, Service Catalog Manager
Lisa Bono, Communications Manager
Catalog Editors and Service Managers:
Dan Simpkins, Teresa Silva, Adele Guerzon, Julie Goldstein, Steve Kennedy, Jane Nyberg
Service information was collected from over 40 IT service provider staff and units.

Project Description

What is the Catalog?

The ITS Service Catalog is a web site resource that contains information about the IT services at UC Santa Cruz. It was designed to be easy to use and to provide a view into services from a customer / non-technical perspective. The catalog has evolved into a key resource for both consumers of IT services and service providers. It is being constantly improved and updated with current service information.

Service Management

Our journey to create a service catalog began with knowledge of ITIL principles. ITIL (the IT Infrastructure Library) is a set of best practices for service management created in the late 1980's by a British governmental agency with the purpose of providing improved IT services to the government. Since then, the adoption of its practices has spread and ITIL has become a world-wide standard for delivering IT services to a wide spectrum of organizations, from corporations to governmental organizations to higher education.

Important building blocks of ITIL are the concepts of service and IT services. A service is an activity or work performed for clients that meets an identified need or requirement. IT services are delivered by a combination of people, processes and technology. Services are focused on delivering value to the client, instead of being presented as collections of technology and staff expertise, although both are critical to delivering services to clients.

A service catalog is a key enabler of service management because it provides a detailed description of the operational services in the client's language and from the client's perspective. It includes the details of service levels. Service levels are the degree of availability, maintenance and response associated with services delivered to clients.

UCSC's IT Transformation Drove the Creation of the Service Catalog

The UCSC campus consolidated IT staff into a new Information Technology Services division from 2003-2007. Consolidation efforts revealed that a large number of IT services being provided across the campus. To better understand and promote the services of the consolidated ITS organization, we decided to use the service catalog concept from ITIL and publish service information on the web.

When we began to identify our service offerings, we found that most divisions had minimal documentation for their services. Many services were built for the individual requirements of single divisions. Most divisions lacked online service catalogs, and the presentation of services depended on how divisional IT staff decided to offer them. Divisions also "informally" provided many services to their clients. Localized IT staff often had strong direct relationships with their clients and therefore, felt they had client-centered services due to their frequent client contact.

In distributed IT groups, documentation and process weren't as important because staff worked in isolation and had no need to explain their services to themselves. But as the IT organization moved away from distributed services, collaboration and common language became critical because these techniques inherently enabled staff to work together more effectively.

Often, only the person responsible for a service knew about it; all technical expertise resided in someone's head. Retrieving and documenting this valuable data became a priority. As the IT organization at UC Santa Cruz moved from distributed silos to centralized services, the organization also transitioned from reliance on individuals to shared knowledge. Centralization helped prevent the damage done when a critical staff person left and all of their knowledge went with them.

IT Services at UC Santa Cruz

Initially UC Santa Cruz's distributed IT services were filled with terminology and requirements specific to each division's academic charter. The challenge was how to transform stacks of paper describing hundreds of services and distill that content into one standardized web site understandable and usable by clients.

Preliminary evaluations involved the high-level structure of the catalog: should it be campus-wide or organized by client type (student, faculty or staff)? What was the right

balance to create a catalog for the diverse usage requirements of various campus communities?

Another focus was to differentiate between global and local services. Global services are mandatory services available campus-wide and for the “public good” at large. Reliability is critical for global services that include enterprise systems, while flexibility and choice were secondary. Local services meet the needs of individual divisions or research groups; local services are not applicable to everyone and require specialized support. These services must be reliable, but flexibility and fitting the needs of the client are equally important.

In the movement from localized to centralized services, client bases with dissimilar requirements and processes had to be bridged. One division’s concept of IT services differs greatly from another, particularly when comparing departments such as Computer Science and Arts/Humanities. Science and engineering client’s high degree of technical savvy make them more likely to use local services. Less technical clients (such as administrative staff) work in a more standardized environment, and are likely to use global services.

To date, some services are still not included in the service catalog because they are unique to divisions. Unlike the corporate environment, higher education produces a multitude of permutations and requirements for IT services. Consider, for example, the software to run the stage lights in theaters or the tracking software to control telescopes. These services are supported by IT staff but are unique to their division. These types of specialized services eventually will find their home in the service catalog: a future goal of the service catalog is to include all IT services available to the campus, both global and local.

5 Questions

At the core of the catalog structure is the service page. We developed a template that answers the main questions that we have found customers want answered. One of the catalog principles is to make sure customers can find the answers to these questions in the content of the service pages.

Questions that are important to customers:

- What is it and how do I get it?
- How do I get support?
- How much does it cost?

In addition, there are questions that IT service providers must answer about the service in order to fully understand the scope of service delivery and support. These questions may have elements that are visible to clients, but are mainly detailed in internal service documentation.

Questions from IT:

- How does IT provide the service?
- How does IT support the service?

Service Catalog Development

The service catalog team created the catalog for the benefit of the campus community and feedback from different population samples was essential to producing a good end product. The team collected input from a range of clients, from governance groups to administrative staff. They also performed focus groups to gain customer and client validation of their hypotheses about preliminary versions of the catalog. Focus groups and other early communications helped non-IT customers and clients to understand what the service catalog did and helped set their expectations correctly.

As part of the overall transition from distributed to centralized IT services, a series of monthly meetings for all IT staff were held to present status and answer questions. An IT event was held with information tables staffed by different groups, including the team responsible for the service catalog. Each table had information to distribute and presentations. Valuable feedback was gathered from face-to-face communications, and it helped accelerate the learning curve about new service concepts.

This feedback was critical to creating a formal presentation to the entire IT community given one month before the launch of the new service catalog. The presentation, like the catalog itself, was a reflection of months and months of trial runs, changes and refinements. As the service catalog wasn't a commonly understood entity and introduced abstract concepts, extra effort was spent to craft a concise, crisp presentation. The presentation also explained how the service catalog applied to different areas of responsibility in IT. The presentation took time to draft and refine, but the effort was a worthwhile investment that contributed to a successful launch, and was leveraged in future forums.

Given all the effort involved in creating the catalog, the launch of the new service catalog was received by the campus community with minimum fanfare. As with many projects from IT, success was greeted by silence. Positive response was noted by a small decrease in calls to the Help Desk about services. The service catalog team addressed questions from both IT staff and clients to improve its clarity and usability, and the service catalog became an accepted part of IT on the UC Santa Cruz campus.

Over the past two years as the catalog has matured, we have received a steady flow of external inquiries about our ITS service catalog. It has emerged as a model catalog for higher education and large institutions in its clarity and organization. The catalog has also found application in various processes in ITS.

Service Catalog Functions and Use

The primary use of the catalog is by clients who want to find specific service information. We have supported this in the catalog with the use of various views to assist clients in locating the service they are interested in. Once they find the service, we try to answer the three client questions about the service.

Another use of the service catalog is to help the IT organization "market" its services because it presents service focused for particular groups of campus constituents. Marketing is not a typical activity of IT but the service catalog lets the entire campus community know what services IT has to offer and the details of those services.

The service catalog also contributed to the development of a new web-based Help Desk ticket system. Services were leveraged to create problem type categories in the new ticket system. Consistency of organization and terms between the service catalog and help desk tickets facilitates clear communication about services between IT service providers.

One of the views published in the catalog is “Services by Category”, which provides a default taxonomy of services. Service catalog categories are used by the ITS financial managers to clarify how the IT organization spends money. The catalog helps high-level administrators understand funding allocation and helps decision makers grapple with the ever-present budget cuts faced by higher-education institutions. For example, administrators can better understand the impact of a \$500,000.00 cut from the five-year plan, and communicate what services will be decreased. With a service catalog it’s easier to track where money is spent because services put budget decisions into the language of customers and clients. The catalog is also an important benchmark to assist with governance, when administrators need to ask clients for their priorities.

Technology Utilized in the Project

The ITS Service Catalog is published on the web as part of the ITS web site at: http://its.ucsc.edu/service_catalog/

It is developed and maintained using standard HTML and CSS with the top headings and side navigation bar implemented with a PHP-based template.

Some animation and UI effects are enabled using the Adobe Spry JavaScript framework. <http://labs.adobe.com/technologies/spry/home.html>

Rounded corner boxes are enabled using the Nifty Corners Cube JavaScript/CSS solution. <http://www.html.it/articoli/niftycube/>

Timeframe of Implementation

Fall 2005	Service identification and documentation
Winter 2006	Initial Catalog development
Spring 2006	Draft Service Catalog publication
Fall 2006	Service Catalog publication

The service catalog is now on an eight-week update cycle for content updates and interface/design changes.

Objective Customer Satisfaction Data

We have not carried out a survey of catalog utility or satisfaction. Day to day response regarding the service catalog has been overwhelmingly positive, both by UC Santa Cruz clients and from IT groups outside the UC system.

Our web analytics show the catalog gets about 25K page views a month. The most popular services, such as the campus email and calendar services, get about 4000-5000 views a month. This is fairly consistent during non-summer months.

Selected Testimonials

As a newcomer to UCSC I found the catalog and the service team's efforts to be hugely beneficial. Because so much positive work had already been completed, it allowed me to quickly get up to speed and helped me to more efficiently make managerial decisions. I appreciate the efforts of this team and see the service catalog as a key communication vehicle with the campus, our customers, and even our internal staff seeking a better understanding of the myriad of services that we provide.

- Jim Phillips, Director, Instructional Technologies Group, UC Santa Cruz

Very nicely done. Quick to find category, concise information and logical in order.

- Barbara Tate McKanobb, UC Santa Cruz

This is a great service catalog! We are currently looking at various service catalogs as we consider creating a new in-house site for our organization. Your site has a very user-friendly layout.

- Karen McCoy, BlueCross BlueShield of Kansas City

Your Service Catalog site is one of the best I have seen.

- June C. Ralph, Bristol-Myers Squibb

Our Service Manager really likes the layout of your Service Catalog.

- Wanda Bassett, University of Kansas Hospital

We are currently in the process of creating a service catalog for our IT organization. I saw your service catalog online and was very impressed by what I saw.

- Thomas Nash, University of Washington

We are looking at generating a service catalog and having a group to support it. We liked your site and we would be very interested in speaking to the folks who planned the service catalog to discuss how it was done.

- DJ Parslow, City of Tucson

I just wanted to let you know that your service catalog site and project management site is really terrific! Kudos to all involved in the development of it.

- Janell Bohlmann, Clemson University