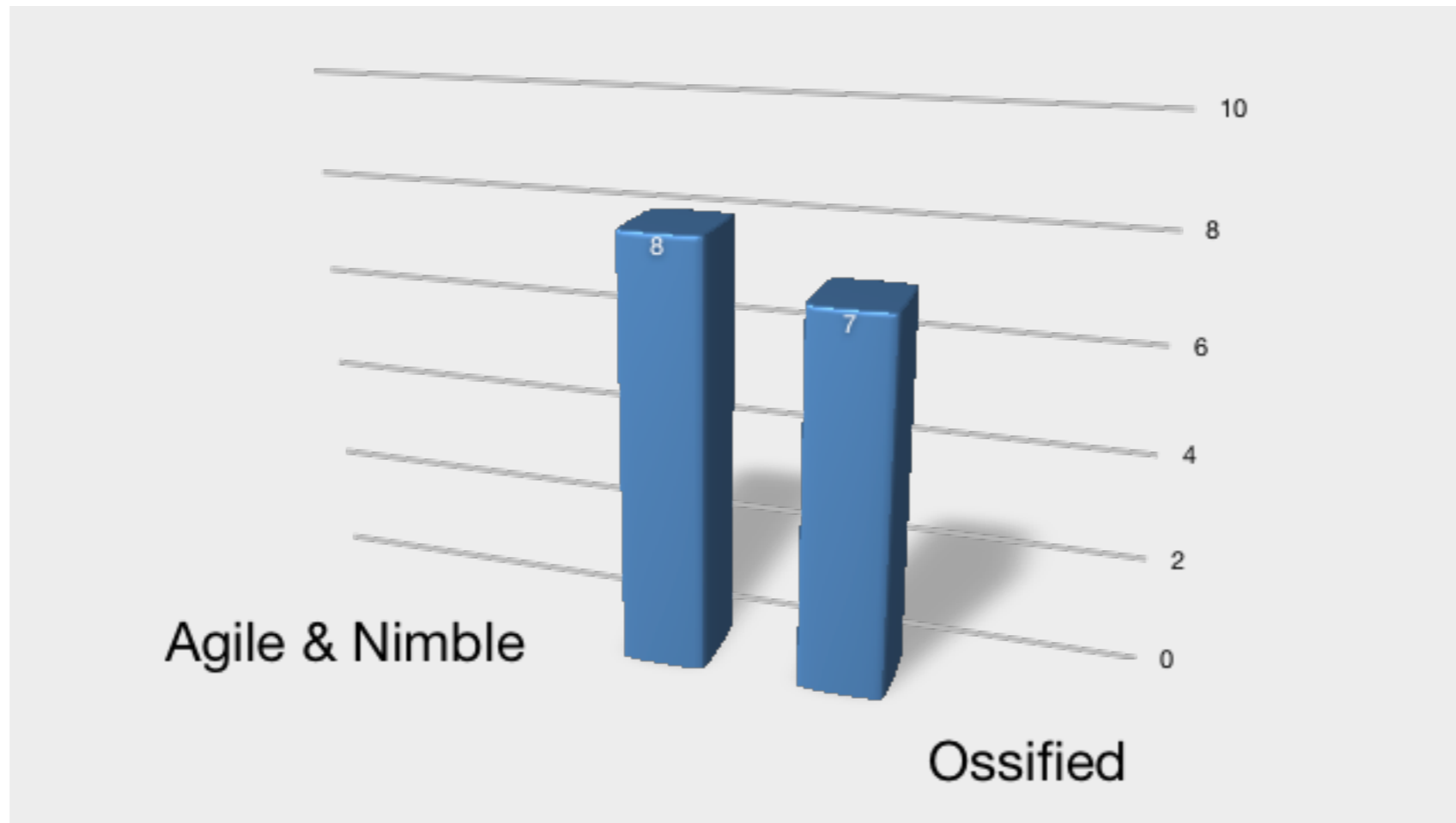
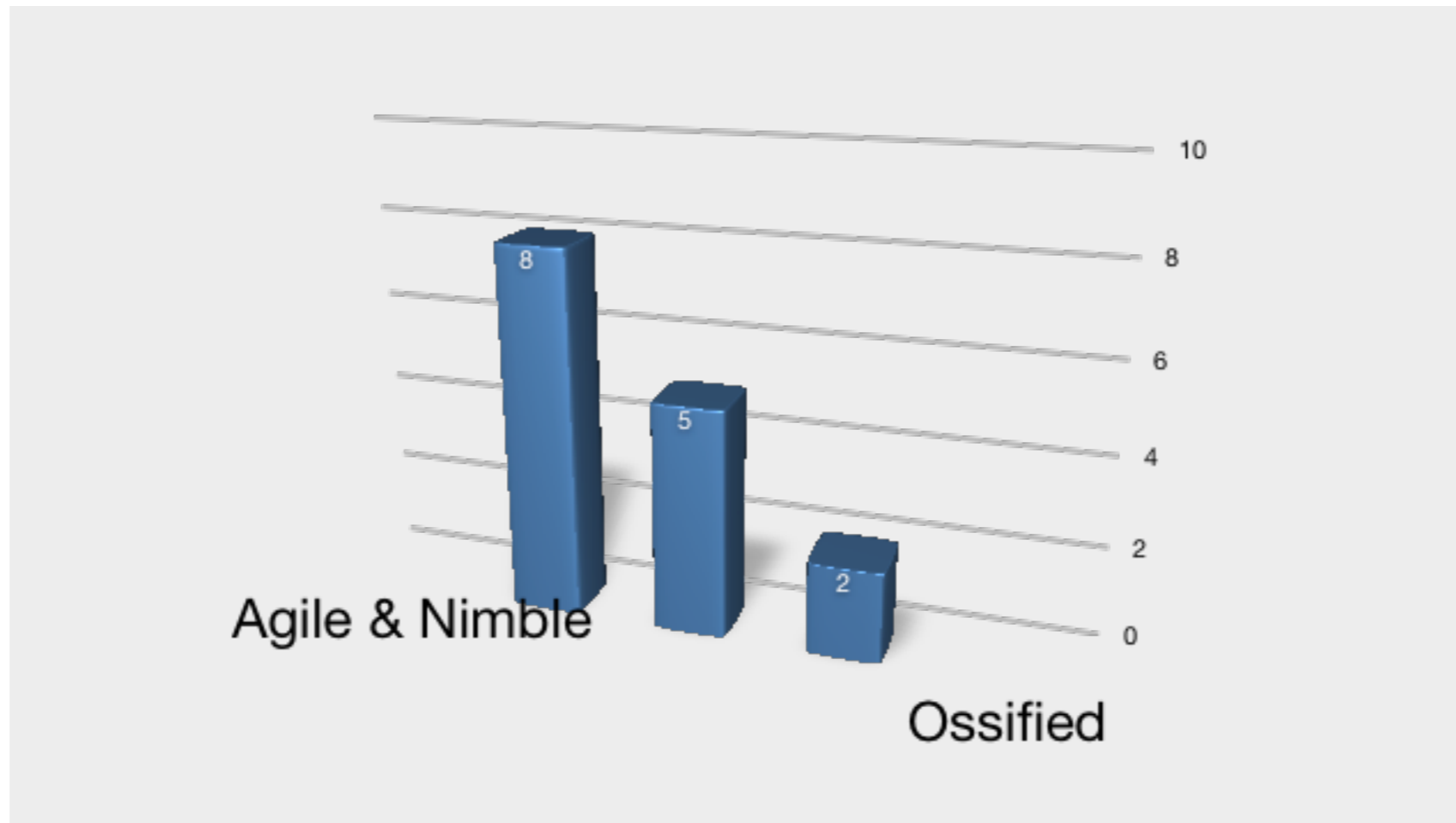




# The Agile Survey



**My organization is:**



**In two years my  
organization will be  
more:**

# Factors keeping us from being agile

- Maintaining current systems(5)
- Compliance, Security, Auditing
- IT staff unwilling to change
- Users unwilling to change

# Agile Examples

Encouraging individual units to try things that work for them

Offering grants for forward-looking work

Building small teams to work on new, innovative projects

We don't do it very often but if we start a project that's critical and ask for an "all hands on deck" perspective, we can do things very quickly. We did this with wireless, for example, and stunned the campus.

Restructured organization into "services" units that serve multiple customer groups

Created "technical account management" function that develops solutions from portfolio of services

Community source and open source

Participation in outside central IT local unit innovations.

Willingness to 'dabble' in a promising initiative without excruciating ROI analysis and thorough investigation.

Changing the view of our role from 'builders/maintainers' to 'integrators'.

Identifying certain service needs and addressing them "operationally" rather than through a formal change process.

Development of service roadmaps that favor of a series of incremental changes rather than large events.

Development of a project methodology that includes "streamlined" options for multi-week projects that differ from multi-month projects.

looking at privatization of key IT related initiatives under the university foundation

Annual Tactical planning keeps us grounded with respect to the portfolio of work and resource allocations.

various guiding/feedback outreach efforts

We began a process of realigning our resources (in particular, staff) with our newly examined priorities. We made a certain amount of progress (mostly low-hanging fruit) and then stalled.

prototyping new technology

middleware development

collaboration tools

We have a SMALL web applications development group that works on projects that are only on the couple-month time scale. This is in stark contrast to our administrative group which requires a multi-year planning process.

improving availability of CIO/Provost discretionary fund approval mechanisms to ensure some level of rapid (approved) project implementations

widespread expectation of collaboration internal to IT and outside

strategic planning working group on innovation

pretty significant use of server virtualization for administrative and academic applications

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# Agile Organizations

Apple

Smaller institutions

Campus schools

Stanford

Amazon

Intel

Google

Pittsburgh Penguins (skate  
where the puck will be )

# What else?

We can be more agile if we make it a priority. There is a mindset in our faculty that to be agile we must look outside our campus.

Dinosaurs weren't flexible. Neither is IT. We better learn or we also will end up in the LaBrea tar pits.

I define 'agile' as the ability to shift focus and effort quickly based on internal/external factors and/or (market) conditions.

Balancing the issues of becoming more agile against the desire to outsource.

I'm not sure of the -definition- of agility in the IT context. Perhaps more than just the ability to respond quickly to an emerging (emergency?) need? We can always do that (at the price of de-prioritizing something).

We have several programs in flight now to improve agility – SII (building standard practice for moving services into a secure infrastructure) and SOA, in combination with dedicated efforts for our Planning and Project Management Office, and Architecture

Central IT needs to become agile or it will disappear by virtue of its irrelevance.

The balance between providing "stable" services and maintaining large systems v. being agile always seems to favor the old routine stuff.

Fairly new president and leadership are preaching the "One" university may enable more encompassing initiatives. Will the funding and resources follow?