Integrated Penn State Concept of IT Operations

**PLAN—Enterprise Planning**
- **Business Needs**
  - Understand University strategy and capture business needs
- **Strategy & Standards**
  - Develop foundational standards that help shape strategic business opportunities
- **Concept to Project**
  - Facilitate the selection of the right business opportunities and develop the portfolio of work for IT
- **Project Planning**
  - Define specific project scope, deliverables, and resources required to enable success
- **Project Execution**
  - Meet business expectations by delivering project outcomes in scope, on time, and within budget
- **Project to Service**
  - Deliver business value through rollout of the intended service and a return on business investment

**BUILD—Project Development & Delivery**
- **Gate 1**
  - Opportunity
- **Gate 2**
  - Go/No Go
- **Gate 3**
  - Go/Go Live
- **Gate 4**
  - Close

**RUN—Operations**
- **Service Sustainment**
  - Ensure realization of business value through end-of-service life

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**Strategy Lane Process**
- **Processes**
  - University Strategy, Policy Development, and Investment Planning
  - Integrated Roadmap and Standards Development
  - Business Value Definition
  - Organizational Change Readiness
  - Major Project Management
  - Minor Project Management
  - Organizational Change Management
  - Business Value Delivery
  - Business Value Realization

**Project Lane Process**
- **Processes**
  - Concept to Project
  - Project Planning
  - Project Execution
  - Project to Service
  - Project Planning
  - Project Execution
  - Project to Service

**Service Lane Process**
- **Processes**
  - Service Strategy
  - Service Design
  - Service Transition
  - Service Operations
  - Continuous Service Improvement

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**Enabling Functions Process**
- **Processes**
  - Talent Management
  - Communications Management
  - Financial Management
  - Supply Chain and Facilities Management
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### BUILD—Project Development & Delivery

**Functions**
- Executive Governance
- Portfolio Prioritization
- Investment Planning
- Capacity Planning

**Roles**
- Enterprise Portfolio Manager
- Governance Support

**Artifacts Examples**
- Idea Document/Project Request
- Value Management Plan
- Business Case
- Project Charter for Governance Approval
- Investment Plan: project, operational, lifecycle funding

**Metrics Examples**
- Number of Approved Business Cases

**Deployment Models**
- Configuration Management Plan
- Technical Requirements and Design Documents
- User Documentation
- Training Documentation
- DevOps (continuous integration and deployment)
- Purchased Solutions
- Artifacts (API, etc.)

### RUN—Operations

**Functions**
- Change Advisory Board
- Systems Administration
- Service Management Office
- Service Desk (Shared Service Environment)
- Training and Development

**Roles**
- Process and Service Owner and Manager
- Data Analyst (Service and Performance)
- Technical Lead and Team

**Artifacts Examples**
- Service Level Agreements
- Operational Alerts
- Service Level Agreements
- Operational Level Agreements

**Metrics Examples**
- Number of Missed Requirements
- Number of Test Failures
- Releases
- Stakeholder Satisfaction
- Burn-down Chart
- Earned vs. Planned Value
- Time Tracking Data
- Speed of Adoption
- Total Utilization
- User Proficiency

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**Functions**
- Business Analyst
- Service Owner and Service Manager
- Product Owner and Manager
- Technical Lead and Team

**Artifacts Examples**
- Service Environment
- Analytics Dashboard
- Operational Level Agreements
- Knowledge Base Articles

**Metrics Examples**
- User Proficiency
- Business KPI Success