

IT Guidance Committee Planning Strategically, Breaking New Ground

Presented by Daniel Greenstein
and Kristine Hafner
to the first meeting of the UC IT Guidance Committee
on
April 14, 2006



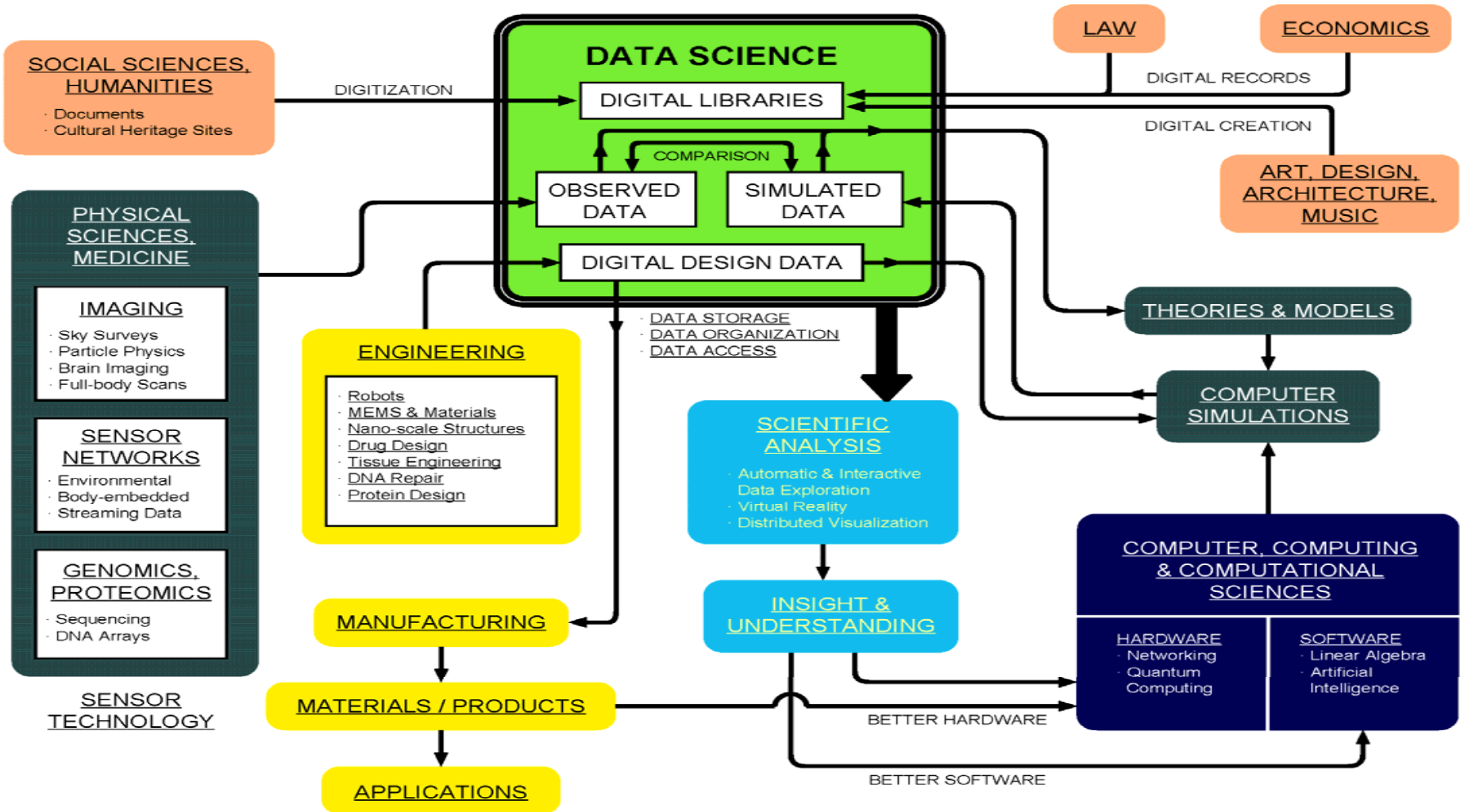
Information Technology is a vital
enabler of the University's
Mission Critical Work.

It is...

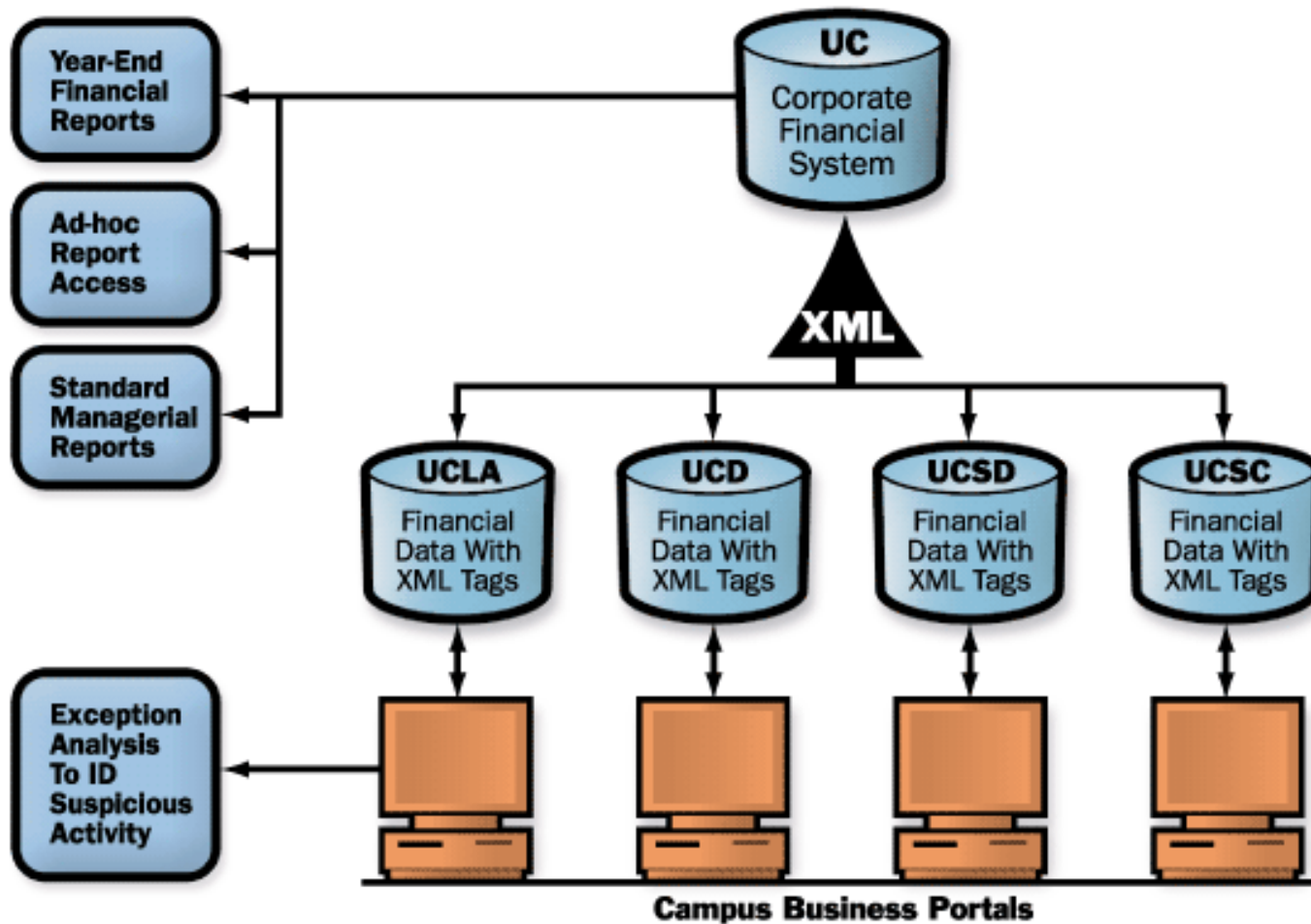


Smart Classroom

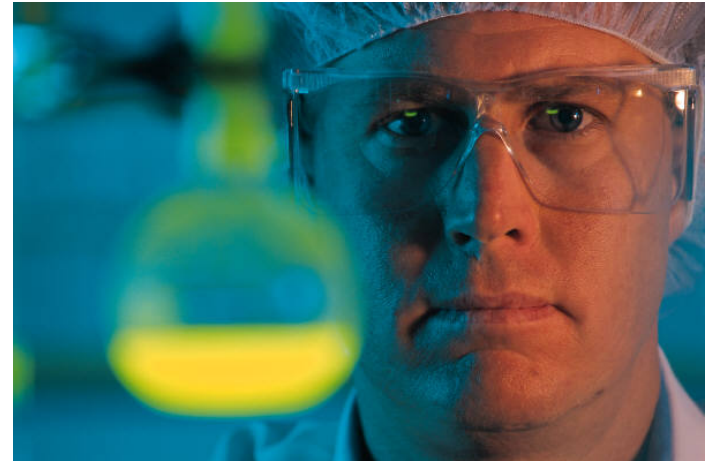
...fundamental to the research enterprise



...necessary to support UC's complex business processes...



...essential to the quality of teaching,
learning and student life

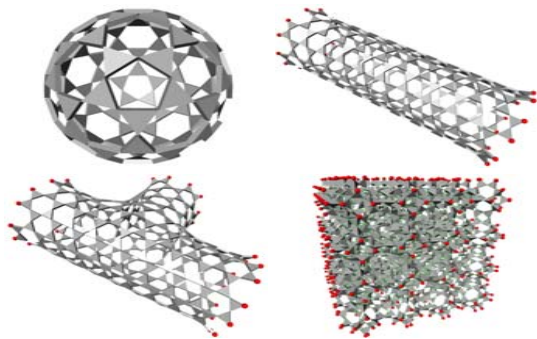


... and managed in a distributed and uncoordinated manner that is

- sub-optimized
- under-leveraged
- constrained by existing space and facilities
- overly reliant on graduate students
- and impossible to scale cost-effectively



Why should we care?

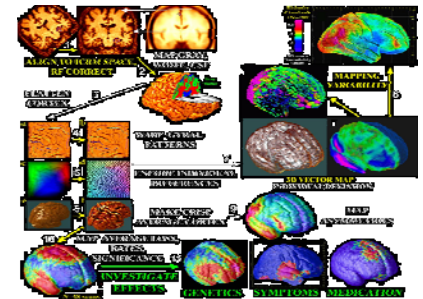


For the future of research and scholarly innovation at UC

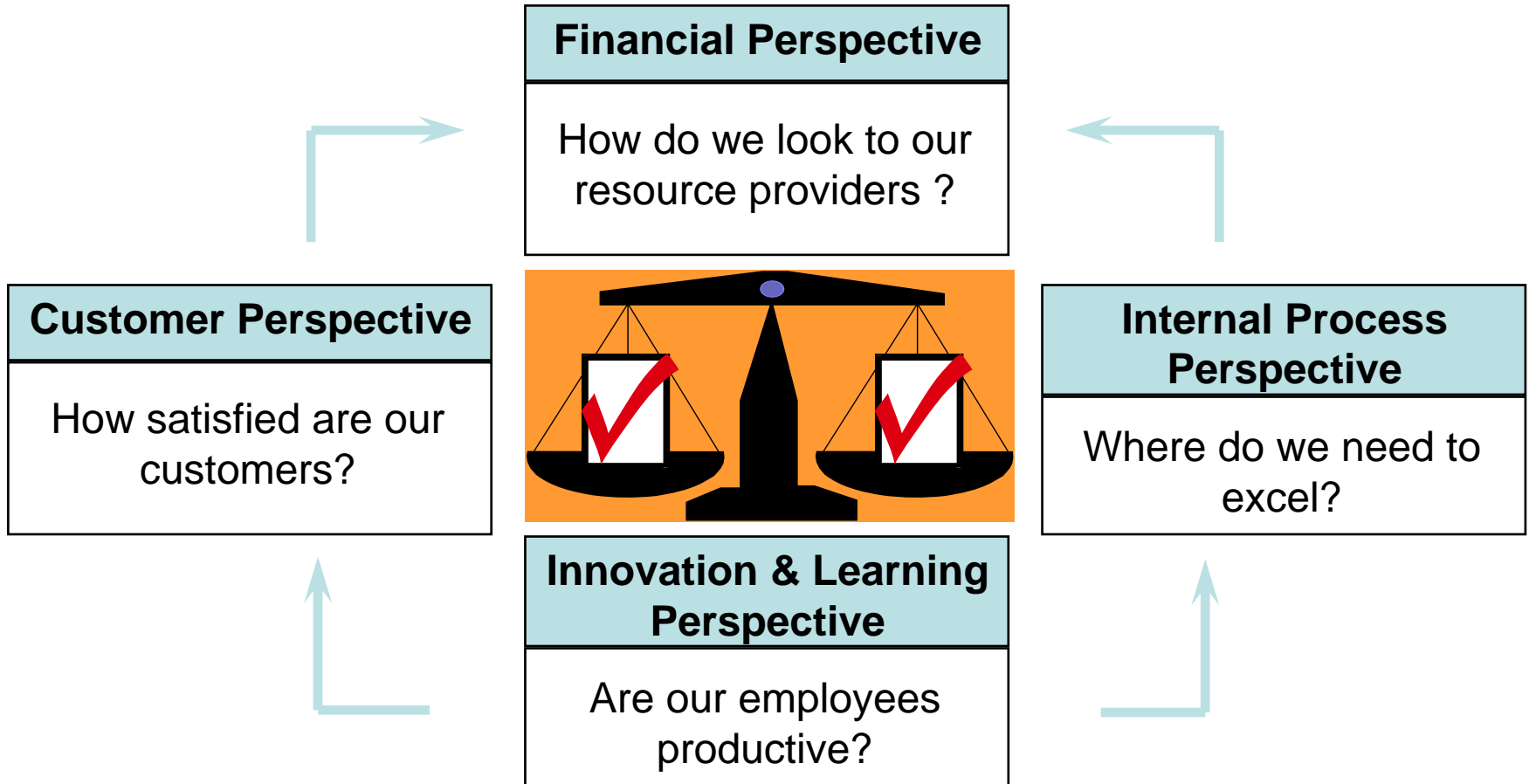
“A new age has dawned in scientific... research, pushed by continuing progress in computing, information, and communication technology, and pulled by the expanding complexity, scope, and scale of today’s challenges” (“Report of Blue Ribbon Advisory Panel on Cyberinfrastructure”, aka *Atkins report*)

“During the twenty-first century, it is clear that computers will continue to play an increasingly central role in supporting the testing, and even formulation, of scientific hypotheses. This traditionally human activity has already become unsustainable in many sciences without the aid of computers. (Stephen H. Muggleton, Department of Computing and the Centre for Integrative Systems Biology at Imperial College London)

“To view the relationship between computing and science as a one-way street is mostly untrue today... and will be even less true by 2020 (Ian Foster, director of the Computation Institute at the University of Chicago and Argonne National Laboratory, Illinois, USA)



So we may remain transparent and accountable ..



UC System IT & Telecommunications Expenditures (Est.FY 04-05)

(Hardware, software, services; FTE not included)

IT spend =
2.83% of
operating
budget

UC Office of the President

\$30,306,628

Campuses

UC San Diego

64,081,276

UC Los Angeles

55,059,576

UC Berkeley

38,976,464

UC Davis

33,850,225

UC San Francisco

33,186,385

UC Irvine

23,327,477

UC Santa Barbara

12,585,216

UC Riverside

12,537,490

UC Santa Cruz

9,959,624

UC Merced

3,053,054

Total UCOP &
Campus:

\$316,923,415

Medical Centers

UC Davis Medical Center

\$30,808,852

UC San Francisco Medical Center

25,165,372

UC Los Angeles Medical Center

13,812,873

UC San Diego Medical Center

13,301,849

UC Irvine Medical Center

7,668,804

Total Medical
Centers:

\$90,757,750

IT spend =
11.9% of
operating
budget

National Laboratories

Los Alamos National Lab

\$329,383,293

Lawrence Livermore National Lab

110,925,476

Lawrence Berkeley National Lab

48,071,016

Total Labs:

\$488,379,785

TOTAL

\$896,060,948

So we may remain competitive

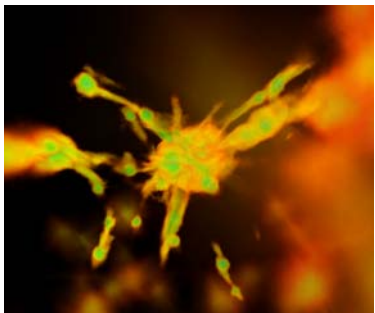
In 2001, only 2 UC campuses were in Yahoo's list of the 100 most wired US campuses; none were in the top 10. Seven (7) of the peer-8 institutions made the top 100 list, three of them in the top 10.

Between 1999 and 2006, UC campuses experience a net decline of 26 places in the rankings produced by US News and World Report. Peer 8 institutions experienced a net decline of 7 places (data for SUNY Buffalo unavailable)

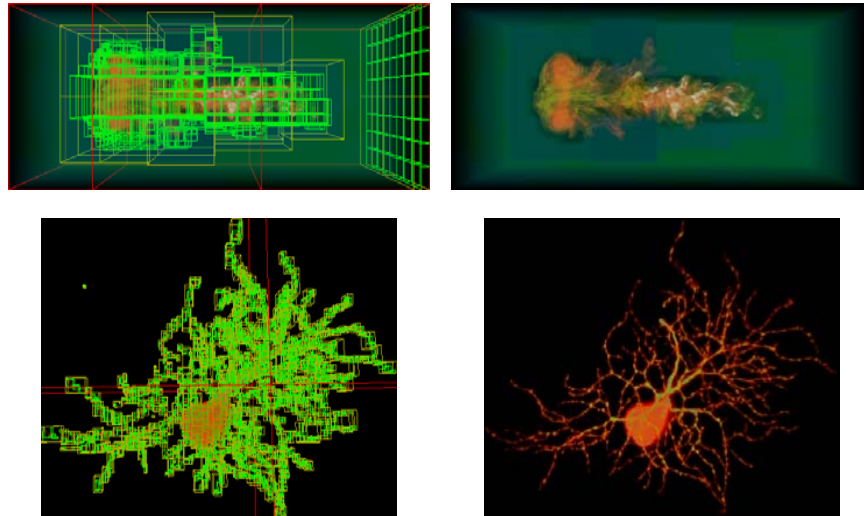
Of the top 12 universities on the 1995 NRC rankings, 3 are UC campuses. Of the 229 rated UC programs, more than half were in the top 20.

Because we share concerns about

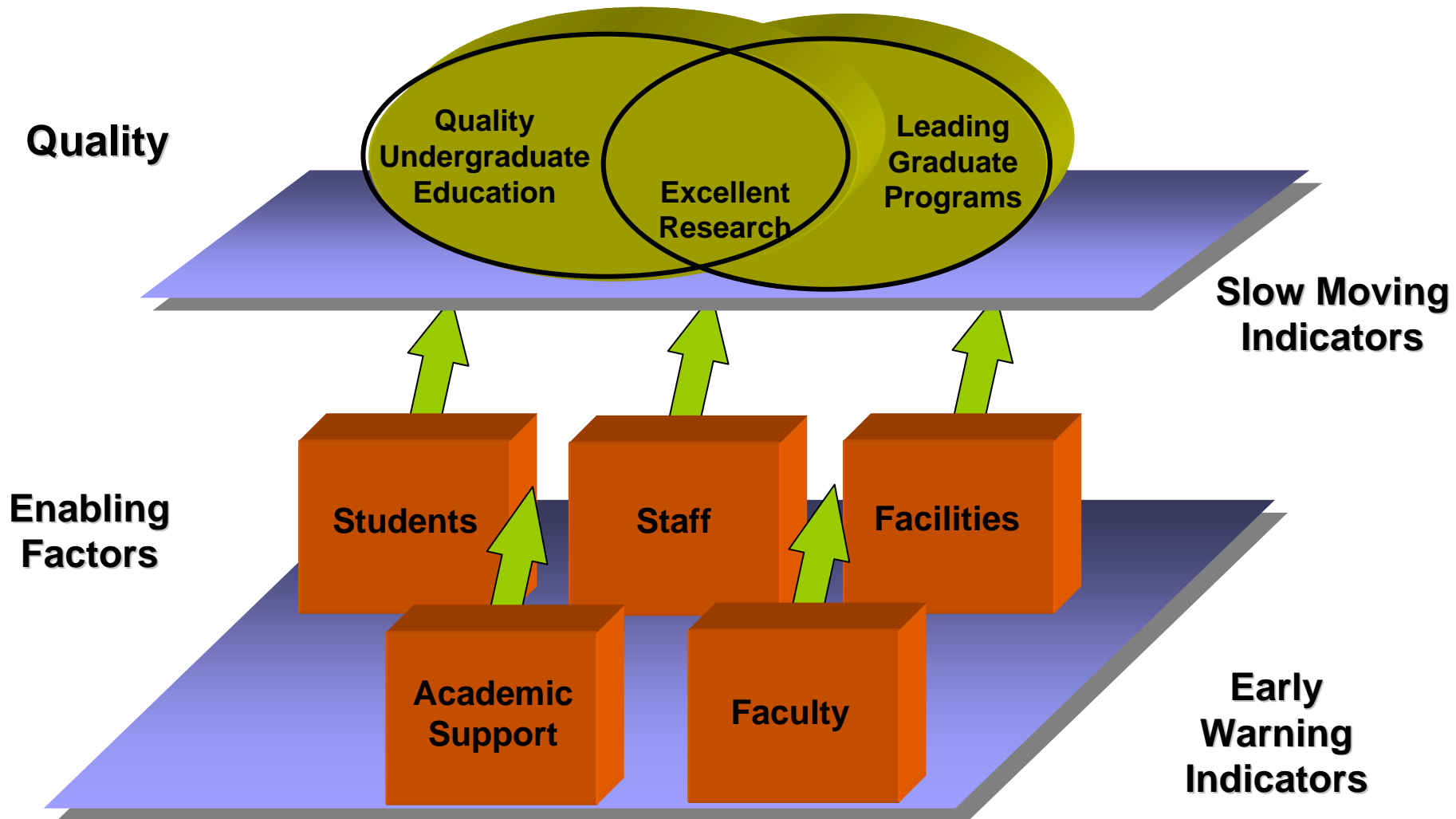
- innovation
- privacy
- security
- service quality
- business continuity
- the cost of essential research & development



What obstacles are in the path toward solutions?



IT is not considered, funded, planned for, or managed, as essential infrastructure



Systemwide, UC lacks the venue and common language to discuss and plan for IT

Where these exist, as they do

- on the campuses (e.g. UCLA, Berkeley, Davis, Santa Cruz)
- and at peer university systems nationally (e.g. Michigan, Indiana) and worldwide (in the UK, Australia, and Japan)

...institutions are able to achieve unprecedented service quality, effectiveness and efficiency

What are the opportunities?

Academic program planning provides context and sets direction

The screenshot shows a Mozilla Firefox browser window with the address bar displaying <http://www.universityofcalifornia.edu/news/uc2025/>. The website content includes:

- Header:** UC 2025 UNIVERSITY of CALIFORNIA LONG-RANGE GUIDANCE FOR UC
- UC 2025 SURVEY:** What do you consider will be the greatest challenge facing the University in the year 2025? [VOTE NOW](#) [View previous survey results](#)
- NEWS & EVENTS:** [Web chats](#), [Public forums](#), [Support UC - sign up as a UC for California advocate](#)
- Issues to Consider:**
 - Competitive Challenges
 - California's Demographics and Economic Needs
 - UC's Impact
 - Sustaining Academic Excellence
 - UC's Funding Challenge
 - Preserving Access and Affordability
 - Sustaining Research
- We Need You:**
 - [Tell Us What You Think](#)
 - [Good Ideas - Archive](#)
 - [UC 2025 Surveys](#)
 - [Web Chats](#)
 - [Public Forums](#)
- Resources:**
 - [UC 2025 Reading List](#)
 - [Long-Range Guidance Team Members](#)
 - [About UC](#)
 - [UC for California - Sign Up](#)
 - [UC 2025 Home](#)
- Welcome from President Dynes:** From its earliest days as a land-grant institution, the University of California has made a rich contribution to the economy, health, and quality of life of California. The University's educational programs, research initiatives, and direct services to communities in California have helped make the Golden State what it is today - one of the most exciting, entrepreneurial, diverse, risk-taking, and high-achieving societies anywhere on the planet.
- Video:** A video player showing President Dynes speaking.
- Text:** Today, as both California and the University begin to emerge from the state budget challenges that have occupied much of our attention for the last several years, we have an important opportunity to look to the longer term. In an ever-changing global economy, how can UC preserve and enhance its contribution to California? More specifically, what will the University of California need to look like to serve the needs of the people of California 20 years from now? Continued...
- What people are saying:** [Tell us what you think...](#)
- Quote:** UC San Diego staff on telecommuting...
“ Given \$3 gas prices and smog in urban areas, UC should greatly expand telecommuting programs. Telecommuters are typically more productive and the savings to UC could be enormous. ”
- [More ideas...](#)

Campus stakeholders partner strategically to leverage capabilities


UC Information Technology Leadership Council (ITLC) - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites Mail Print TV Go

Address http://www.ucop.edu/irc/itlc/

UC Information Technology Leadership Council



The University of California Information Technology Leadership Council (ITLC) is an organization of chief information officers (CIOs) and other senior information technology (IT) leaders from the UC campuses, Office of the President, medical centers, and UC managed national laboratories. The ITLC works in partnership with the UC leadership to articulate goals, strategies, and priorities for investment in and deployment of technology-based solutions that support the University's missions of teaching, research, public service, and patient care. While respecting the essential independence of UC institutions, the ITLC seeks opportunities to address common IT challenges and to advance the collective IT priorities of its constituent organizations.

Charter

Membership

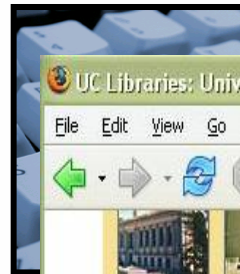
- Appointment Request Letter
- Membership List
- Steering Committee

Meetings

- May 9-10, 2006, UC Santa Cruz
- Jan. 31-Feb. 1, 2006, UC Los Angeles
- Sept. 20-21, 2005, UC Davis
- May 24-25, 2005, UC Riverside
- Feb. 15, 2005, Oakland; Feb. 16, 2005, UC Berkeley
- September 7-8, 2004, UC San Diego
- April 26-27, 2004, UC San Francisco
- February 2-3, 2004, UC Irvine
- Sept. 23-24, 2003, UC Santa Cruz

Award Program

- Larry Sautter Award for Innovation in Information Technology



UC Libraries: Universitywide Planning & Action - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

Back Forward Refresh Home Search Print Mail Facebook http://libraries.universityofcalifornia.edu/planning/



The UNIVERSITY of CALIFORNIA LIBRARIES Home Search

UC Libraries Home > Universitywide Planning & Action

- About the UC Libraries
- Universitywide Planning & Action
- Libraries & Scholarly Communication
- Library News
- Campus Libraries

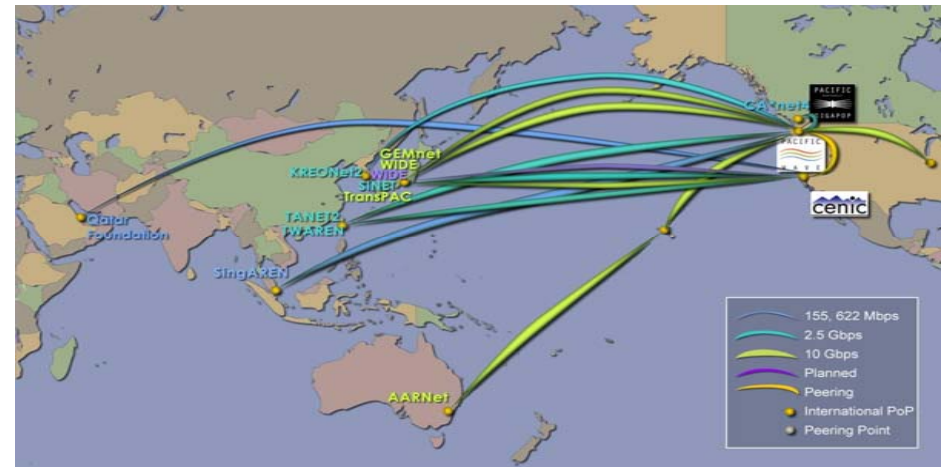
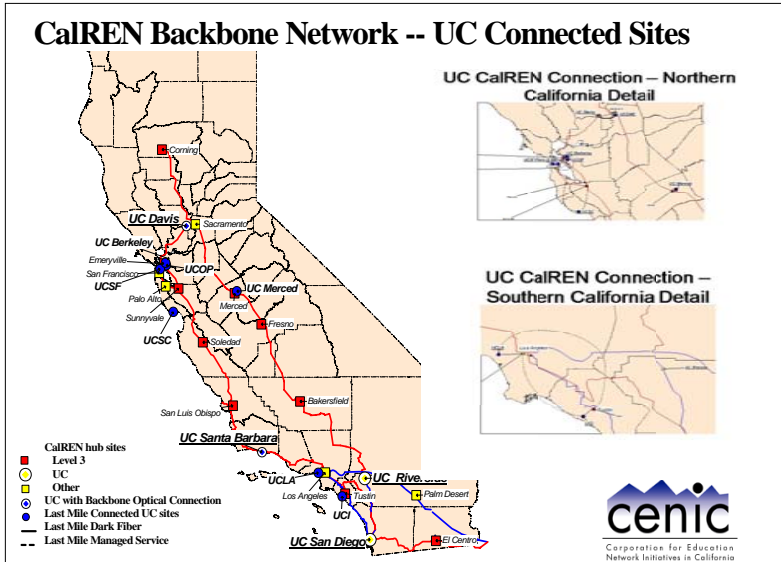
Universitywide Planning & Action Strategic Directions

The University of California libraries are pleased to announce their strategic plan, which was submitted to the Provost and Senior Vice President for Academic Affairs on June 1, 2004.

- Systemwide Strategic Directions for Libraries and Scholarly Information** Full report [PDF]

And we have demonstrated
our ability to plan and execute
together as a system,
for example...

... advanced networking services



Global Lambda Integrated facility

PACIFIC WAVE
 International Connection & Exchange partnership

...in our libraries

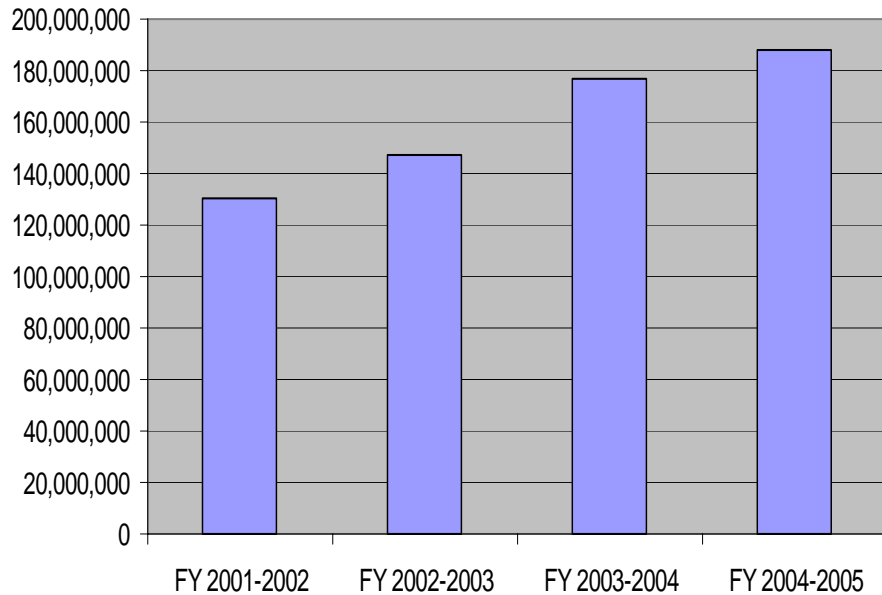
which collaborated to

- avoid costs (over \$100 million per year)
- extend service scope and quality
 - the largest print and digital library collections in the world
 - the most innovative online services available at any research university
- enable campus distinctiveness
- support essential innovation (e.g. in scholarly publishing, digital preservation, search and discovery systems, and portal development) and
- foster strategic relationships with
 - industry (Yahoo, Microsoft, Google, SUN)
 - federal funding agencies (NSF, NIH, NEH, IMLS)
 - state and national libraries (California State Library, Library of Congress, National Archives)
 - philanthropic foundations Andrew W. Mellon and William and Flora Hewlett Foundations

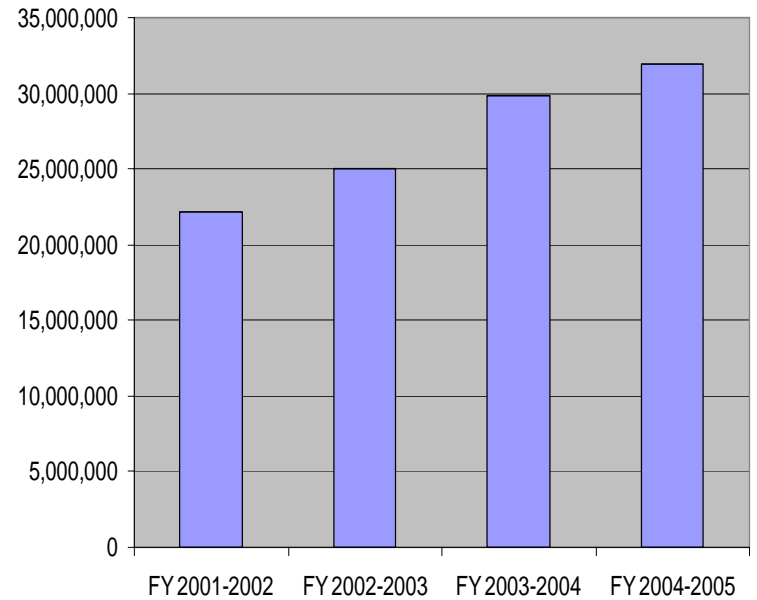
..systemwide IT licensing ..

Future annual savings opportunities: \$28-56M

Annual Spend
through Systemwide IT Agreements
FY 2002 - FY 2005



Annual Savings
from Systemwide IT Strategic Sourcing
FY 2002 - FY 2005



Effort reporting for contracts and grants

- New system developed by 5 campuses and UCOP; other UC campuses to adopt
- Potential for hosting at a single location
- UC “community source” development
- Savings: \$1.6M over vendor solution

...and administrative and business systems planning



for the University of California

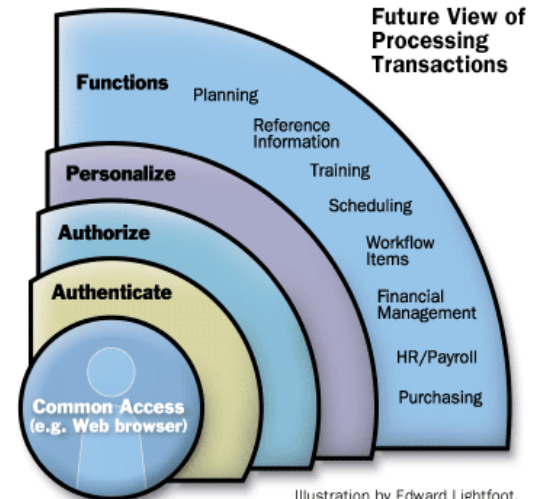


Illustration by Edward Lightfoot, University of Washington

<http://uc2010.ucsd.edu/>

These successes equip us with knowledge about

- the benefits of systemwide planning and action
- the challenges inherent in implementing shared solutions and
- what is required for success including:
 - commitment to the process and its outcomes
 - adequate resources and
 - a healthy recognition that strategic planning and local autonomy can and do exist in uneasy tension

And a commitment to achieving similar successes with information technology

by planning strategic directions in a manner that:

- peers across the many organizational silos that take responsibility for particular IT functions
- is broadly inclusive and consultative
- and crucially comprehends the relationship between the IT infrastructure and the University's academic missions