

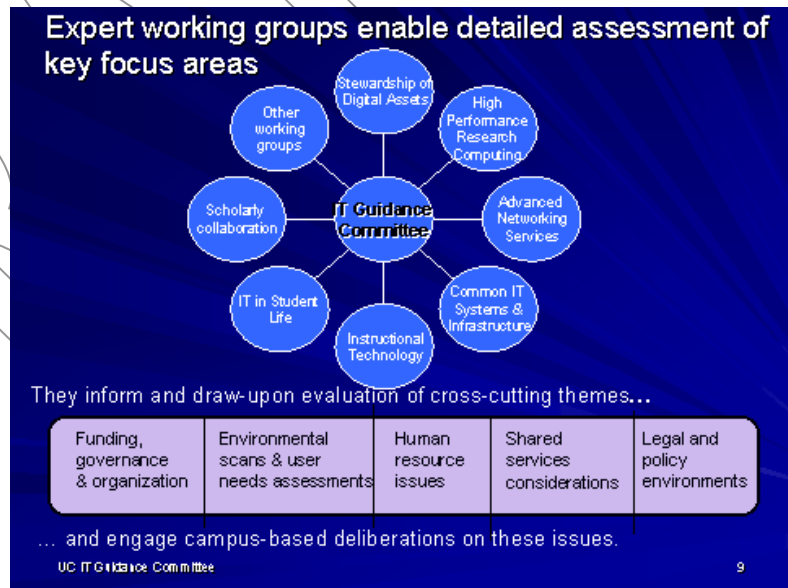
Guidance for ITGC Working Groups

Contents

1.	General	1
2.	Key Tasks and Milestones	2
3.	Questions to be considered.....	2
3.1.	Establishing context.....	3
3.2.	Identifying strategic directions	3
3.3.	Discovering gaps and interdependencies	3
3.4.	Describing recommended initiatives:.....	3
3.5.	Implementation considerations: recommendations (where possible).....	4
4.	Status and Composition of Working Groups	4
4.1.	Advanced Networking Services:.....	4
4.2.	Stewardship of Digital Assets.....	4
4.3.	Common Information Technology Systems and Infrastructure	7
4.4.	High Performance Research Computing.....	7
4.5.	Instructional technology	8
4.6.	Information Technology in Student Experience	8
4.7.	Scholarly Collaboration	8

1. GENERAL

The ITGC Working Groups (WGs) support the work of the ITGC by providing expert assessments, advice, and recommendations in key focus areas defined by the IT Guidance Committee. The IT Guidance Committee’s role is to articulate strategic directions for system wide IT investments to support UC’s future mission and competitive advantage. Consistent with the research role of the WGs in support of the deliberations of the ITGC, each WG should provide the ITGC with documented support for the recommendations, alternatives and options it brings forward, and should understand that not all WG recommendations will necessarily be adopted by the Committee.



The number of working groups will reflect the ITGC’s views of the depth and breadth of research required to surface the strategic IT directions for the University.

An ITGC planning team, consisting of Associate Vice President Hafner and Associate Vice Provost Greenstein and their staffs, will provide general coordination services for the ITGC process and related Working Group activities. Each WG has a liaison from the planning team, as shown in Section 4 below.

2. KEY TASKS AND MILESTONES

Following are tasks that should be accomplished by every Working Group as soon as possible.

- **Define the Working Group's membership.** Each work group will recruit leaders in their field with vision and extensive subject matter expertise. Working group composition will reflect the unique needs of the subject area and of the consultation process required to support it.. (See "Develop a consultation plan," below). Working group chairs will be appointed by the ITGC.
- **Develop a consultation plan.** Who are the stakeholders that need to be consulted and how and when should they be consulted? As one key component of the consultation plan, the WG should identify at the earliest possible date any plans for large-scale formal surveys or focus-group activities, so that these can be coordinated with the similar activities of other WGs. It will be important as well to document WG consultations with the UC community, to include both the dates of consultation activities and the participants.
- **Identify support requirements.** What support does the process need (staff, resources)?
- **Identify topical gaps and overlaps.** On a continuing basis, but as an early and high priority, each WG should identify topics and issues that overlap with the charges of other WGs, or those that are apparently not addressed in the charges of any WG (see also section 3.3 below). The WG chair should communicate these to the group's Planning Group liaison.

Working groups will launch at different times, so some flexibility is required in setting target dates for completion of these tasks. The ITGC will review proposed Working Group membership and consultation strategies, and may contribute some valuable suggestions in both areas. The ITGC planning team will collaborate with the working group chairs to allocate needed resources, and coordinate consultation strategies and where necessary, ensure that campus consultation activities are coordinated to avoid confusion due to overlapping information requests.

In addition, each Working Group should plan its work with the following overall milestones in mind:

- **September-October 2006:** Submit preliminary report to the ITGC. This report should address most of the questions set out in Section 3 below, and indicate the nature and scheduling of work remaining to be done. Note that the ITGC welcomes progress reports from the working groups at any time, and encourages WGs to complete as much of their work as possible as quickly as they are able.
- **March-April 2007:** Submit draft final report to the ITGC.

3. QUESTIONS TO BE CONSIDERED

Each Working Group needs the flexibility to tailor its inquiry to the nature of its focus area, subject to the common tasks, milestones and outcomes expected of every group, as set out above. The following is a checklist that is intended to help guide ITGC working groups in focusing their

planning efforts. Each group should address each of these broad areas set out below, and as many of the detailed questions and issues as are relevant to its work.

3.1. *Establishing context*

- What is the scope of the working group's inquiry?
- What problem is the working group addressing and trying to solve?
- What is the current state within UC? How does UC compare to our peers nationally and internationally?
- Are there institutions that UC should learn from or emulate in this area? What are they doing and why are they leaders? The ITGC specifically wishes that each WG scrutinize peer institutions to (a) ascertain the extent to which peers share UC's perception of the problems and opportunities in the WG's area of interest, (b) identify possible strategies and solutions for the ITGC's consideration, and (c) discover examples of innovation and leadership from which the University may learn.

3.2. *Identifying strategic directions*

What are the opportunities and priorities for system wide initiatives to achieve?

- What is the picture of success for UC in this area in 5 or even 10 years? What changes should UC make in order to achieve this future success?
- What NEW system wide capabilities should UC make available in order to leverage and optimize our collective ability to solve problems, improve service delivery and achieve efficiencies?
- What shared tools, infrastructure, services facilitate solutions that that individual campuses cannot achieve on their own? How should they be deployed?

3.3. *Discovering gaps and interdependencies*

- What questions, issues, and areas of investigation have arisen that would be relevant to other Working Groups?
- What issues or areas for potential investigation have arisen that are likely of interest to ITGC but are not within the scope of any current WG?

3.4. *Describing recommended initiatives:*

- Describe the major initiatives that UC should undertake to implement these recommendations. The ITGC is particularly interested in the potential benefits of Open Source/Community Source solutions, and asks that each WG give these explicit consideration.
- Who will benefit and how?
- What will be the estimated cost of each proposed initiative? When will costs be incurred, and in what relationship to anticipated benefits? What fund sources might be available and appropriate?

- The ITGC also requests that each WG consider how its recommended initiatives address each of three kinds of potential benefits, and explicitly address these in its reports to the committee; these are:
 - Mitigation of institutional risks (e.g., reduction of inappropriate and unauthorized disclosures of personally-identifying information)
 - Ongoing development or improvement of and support for existing mission-critical core functions (e.g., admissions, human resources, classroom instruction)
 - Transformative initiatives that represent or foster fundamental innovations and/or establish a national/worldwide leadership position for the University. The ITGC is particularly interested in these kinds of “big ideas” that go beyond solving currently-understood problems and point to new directions for the University.

3.5. Implementation considerations: recommendations (where possible)

- What are relevant funding strategies?
- What management / oversight models are required?
- What policies, guidelines, standards are required for deployment?

4. STATUS AND COMPOSITION OF WORKING GROUPS

Following is the current status and composition of existing and proposed Working Groups as of May 26, 2006.

4.1. Advanced Networking Services:

Purpose of work:

- develop the architecture for the next generation UC network infrastructure
- identify and estimate cost of developmental trajectory for network upgrade,
- identify and recommend rational funding models for meeting upgrade as well as ongoing network costs

Working Group Leader: Jack McCredie

Consultant(s): David Walker

Planning group liaison: Hafner

Members:

Consultation activities:

Working Group documents:

Notes: Includes members of, and consults with, the University-wide Communications Planning Group (CPG) and the newly formed Research Computing Group (RCG) working closely with CENIC management and technical staff.

4.2. Stewardship of Digital Assets

Purpose of work:

- evaluate from a risk management perspective the possible roles and responsibilities of the University with regard to the management of both academic and administrative digital information assets

- make recommendations about the University's role in managing these assets and how it might go about planning for and funding any effort as may be recommended

Working Group Leader: _____

Consultant(s): Gary Lawrence, Connie Williams

Planning group liaison: Greenstein

Members:

Consultation activities:

Working Group documents:

Notes: Works closely with and uses results from the work of a CDL-based project team focused on academic digital assets, convened by Gary Lawrence and Abby Smith. A project team might include records managers, archivists, and appropriately skilled technologists. It is likely that different approaches may be taken to academic content and administrative records, and that different task organizations (working groups, stakeholder definitions, consultation plans and methods) may be required for the two domains.

With regard to academic content, the domain and process have been tentatively defined as follows:

- Scope:
 - Digital content produced in the course of research, teaching, and learning
 - That have lasting value (to the creator(s), to the institution, and/or to the scholarly community)
 - That have no other more obvious archival home
 - Digital content that supports research, teaching, and learning, which has lasting value and is at risk
 - Whether purchased, acquired under licensed, or included by reference to open-access Internet resources
 - Whether hosted locally, externally by a third party under the terms of a license or service level agreement, or available on the open internet
- Methodology
 - Consultation with stakeholders
 - In their roles with respect to the content (producer, user, owner, manager)
 - In their roles with respect to the business of the University (researcher, teacher, learner, content steward, administrator)
 - In their various disciplines
 - Strategies
 - Survey of Faculty
 - Meeting with standing senate committees (on campus, systemwide)
 - Meeting with standing administrative committees
 - Ad hoc meetings with key stakeholder groups, e.g. of PIs, of of "stewards" (libraries, data centers, data collection managers)
 - Consultation questions
 - What digital content do you produce?
 - What content do you require that you do not produce yourself?
 - How and by whom is the above content managed
 - What the long-term value of the content to you; to others?

- What are the key obstacles to and requirements for persistent management of and access to the above content (obstacles include technical, legal, organizational, financial, cultural, and other ones)?
- What strategies should be considered (by whom) to reduce the obstacles and meet the requirements?
- What projects should be undertaken to explore systemwide issues and test potential solutions?
- Gathering expert opinion, from:
 - Industry leaders
 - Solution providers
 - Exemplary programs (e.g. NSDCC, ICPSR, etc)
 - Leaders at peer universities
- Conducting focused research, e.g.:
 - Literature review
 - Surveys and interviews with key informants
 - Environmental scan(s) e.g. of current, good, and best practices
 - Review of preservation strategies and technologies
- Working group composition
 - A small group of experts and visionaries
 - Able to think across and represent the needs and interests of diverse stakeholders and constituencies
 - Open to different strategies and solutions
 - With breadth of perspective sufficient to enable the group to be conversant with faculty, administrative, technology, legal/policy/regulatory and other key issues

With regard to UC's business and administrative records, the domain and process have been tentatively defined as follows:

- Stakeholders:
 - The stewards (records managers, archivists, librarians)
 - The enablers of stewardship (CIOs, data center managers, Vice Chancellors for Administration, Controllers, Risk Managers)
 - The producers of stewarded assets (office workers, analysts, registrars, controllers)
 - The users of stewarded assets (Regents, Legislature, management, the press, UC media people, scholars)
- Questions for stakeholder consultation:
 - What digital assets should be the focus? For consideration:
 - University of California data and recorded information, in its final format: (a) Produced by UC; (b) Used by UC; (c) About UC
 - How and by whom is the above content managed?
 - What is the long-term value of the content to you; to others?
 - What are the key obstacles to and requirements for persistent management of and access to the above content (obstacles include technical, legal, organizational, financial, cultural, and other ones)?
 - What strategies should be considered (by whom) to reduce the obstacles and meet the requirements?
 - What projects should be undertaken to explore possible solutions?

- **Methods:**
 - Consult with stakeholders, e.g. presentation(s) to key committees
 - Gather expert opinion, e.g. facilitated brainstorming session(s)
 - Conduct focused research e.g. into
 - the current situation within UC
 - best practices and benchmarks at peer and other comparable institutions
 - Report to ITGC periodically and then finally with strategic recommendations and priorities

4.3. Common Information Technology Systems and Infrastructure

Purpose of work: Identify the nature, need for, and functional requirements of services that may be commonly required by campuses but more cost-effectively offered in a collaborative manner, and exploring different service and funding models and common infrastructure requirements that can support their development and sustain their use

Working Group Leader: _____

Consultant(s): David Walker

Planning group liaison: Hafner

Members:

Consultation activities:

Working Group documents:

Notes: We have discussed identity management and portals-building tools/services as examples of such information service utilities. There is also a need for robust, reliable and effective enterprise-wide systems to support institutional strategic planning and decision making.

4.4. High Performance Research Computing

Purpose of work: Develop strategies to leverage UC investment in high performance computing in order to: 1) reduce the overhead associated with developing and maintaining computing clusters; 2) provide state of the art high performance computing services to the broadest possible user base throughout UC.

Working Group Leader: _____

Consultant(s): Walker _____

Planning group liaison: Hafner

Members:

Consultation activities:

Working Group documents:

Notes: Engage the newly-formed Research Computing Group (RCG), currently led by Bill Labate (UCLA), the San Diego Supercomputer Center, UC PI's and Institute Directors.

4.5. Instructional technology

Purpose of work: Identify areas where strategic planning and/or coordinated action promise to benefit campuses and/or the system e.g. with regard to economies, efficiencies, innovation in quality of teaching, learning, and information services

Working Group Leader: Ruth Sabean

Consultant(s): Paula Murphy

Planning group liaison: Greenstein

Members: See <<http://www.universityofcalifornia.edu/itgc/workgroups/edutech/itmembers.html>>

Consultation activities:

Working Group documents: See <<http://www.universityofcalifornia.edu/itgc/workgroups/edutech/insttech.html>>

Notes: Work will be largely exploratory at least initially and will likely focus on:

- convening stakeholders (faculty, students, academic administrators and IT leaders) in order to gain a sense of potential leverage points and/or sources of campus for coordinated effort in this area
- consulting with faculty and/or students to gain a sense of needs, interests, aspirations, challenges as may shape strategic planning

4.6. Information Technology in Student Experience

Purpose of work: Identify areas where strategic planning and/or coordinated action promise to benefit campuses and/or the system, e.g., with regard to economies, efficiencies, innovation in the quality of the student experience and in the provision of student information services. The focus will be on leveraging and enhancing use of information technologies in engaging with and informing prospective and current students. Areas of interest include: academic preparation; recruitment and admissions; provision to and student engagement with both academic and non-academic services.

Working Group Leader: _____

Consultant(s): Paula Murphy

Planning group liaison: Dan Greenstein

Members:

Consultation activities: Systemwide brainstorming discussion to be held on June 23, 2006. Other activities to be determined.

Working Group documents:

Notes:

4.7. Scholarly Collaboration

Purpose of work:

Working Group Leader: _____

Consultant(s): _____

Planning group liaison: _____

Members:

Consultation activities:

Working Group documents:

Notes:

DRAFT