Building a World Class Integrated IT Organization to support UCSD’s Strategic Plan (DRAFT)

Sept 13, 2015
UCSD Ambitions

- Improve the student experience with enhanced experiential opportunities, better support for students and faculty in teaching & learning innovation, and better technology support and better communication for students.
- Significantly improve 4-year completion rates and graduation rates among first-generation American students.
- Dramatically improve the international perception of UCSD as a research powerhouse, interdisciplinary research, and be a recognized global leader in Big Data and Analytics across a multitude of disciplines.
- Improve administrative effectiveness, reduce overhead costs, and provide simplified interactions with university support functions.
- Increase business incubation in San Diego; become what Stanford was for Palo Alto in the 90’s.
- Greatly improve alumni engagement around the world, increase giving and returning for further education.
### Information Technology

**Strengths**
- CENIC and SDSC
- Quality delivery of core responsibilities, e.g. around mainframe operations, Library and Health
- PEOPLE: the dedication of individual staff members in the IT organization
- The pervasive entrepreneurial spirit across UCSD
- Access to UC system resources

**Weaknesses**
- Need for a campus-wide IT vision, strategy, plan and enterprise ARCHITECTURE
- GOVERNANCE issues result in the creation of “my own IT group” in most areas (i.e., fragmented IT groups)
- Competing and overlapping approaches in major technology areas
- Longer term, high-risk vulnerabilities (e.g., the core administrative systems)

**Opportunities**
- Tremendous potential to align and leverage existing excellence organizationally will massively boost UCSD’s teaching, learning and research ambitions and results
- Introduction of strategy and IT planning at the UCSD enterprise level and under coordinated leadership will greatly improve return on IT investment

**Threats**
- Aging mainframe workforce may leave core systems unsupported
- The competitive San Diego labor market makes hiring and retention of an effective IT workforce increasingly challenging
- Insufficient Disaster Recovery Strategy and Business Continuity Planning
- Over reliance on soft money funding of IT could leave the IT groups bereft of funding
Recommendations

1. Create a CIO position sitting at the Cabinet, administratively managed by the VC-CFO but directed by an Executive IT Committee chaired by the EVC Academic Affairs

2. Immediately place under the new CIO all of ACT and ACMS, and integrate the remaining IT groups in administrative portfolios

3. Create an organization integration roadmap to merge related functions and/or create linkages with the many excellent stand-alone academic and health IT groups

4. Establish an institution-wide Enterprise Technology Architecture function under the leadership of the new CIO

5. Establish a Research Services function under the leadership of the new CIO to provide concierge services to PIs as tested in the IDI model and make innovative solutions and services developed by ORUs more broadly available to the research community

6. Establish a stronger focus on teaching and learning technology support and innovation in partnership with the Teaching and Learning Commons under the sponsorship of the EVC Academic Affairs

7. Establish a comprehensive IT Governance structure that helps create trust in IT services through clear mandates, service level agreements, cross-institutional representation and control mechanisms

8. Examine and improve the IT funding model to avoid structural issues and improve longevity of the services in place today

9. Develop a 5-year IT Strategy with roadmaps for core systems, data centers, collaboration tools and other technology elements

10. Create a comprehensive career development framework for UCSD’s 1,000+ IT employees
IT Executive Governance Committee

Role:

1. To utilize technology to more effectively support the teaching and learning mission (student centered), the research enterprise (research driven), and the administrative functions and infrastructure (service oriented)

2. To set the strategic priorities for IT across the campus and to create trust through clear mandates, service level agreements and cross-institutional representation

3. Initially, to hire a world-class CIO and subsequently, to advise the CIO and hold him/her accountable to the campus

Composition:

- Chair: EVC (Suresh Subramani)
- Senate Chair (Robert Continetti)
- Chancellor appointees: Larry Smarr, Gabriele Wienhausen, Mike Norman
- Cabinet: VCRA (Sandy Brown), VCSA (Juan Gonzalez), CFO (Pierre Ouillet)
- Librarian (Brian Schottlaender)
- Academic VC representatives: Health Sciences (Jill Mesirov), SIO (Jeff Gee), EVC (Bill Hodgkiss)

- The Campus CIO and the Health Sciences CIO will be in attendance

Other Committees:

- Subcommittees will be formed to focus on Solutions and Services in each of the areas of Teaching/Learning, Research, Administration
- Academic and Administrative users will be represented as advisors to the Executive Governance Committee, the exact governance being refined over the next couple of months
- Margaret Leinen will Chair the Search Committee otherwise identical to the Executive Committee. Larry Smarr will co-chair.
Designing the New Integrated IT Organization will be thoughtful, inclusive and transparent

The Approach for Designing the Future IT Organization

- Approach: 3 teams of respected peers to work collaboratively with one another and consult with stakeholders to refine the future Integrated IT organization in 3 areas:
  - Instructional Services and support of the Teaching and Learning Commons
  - Research Services and institutionalization of the IDI initiative
  - Administrative Services and Organizational Optimization to address overlaps and capture synergies

- Deliverables:
  - Mission and Vision Statement for the new IT organization
  - Clear articulation of the service lines and infrastructure functions to be provided
  - Organizational redesign around these service and operational functions

- Meeting Schedule:
  - Initial meeting Sept 22 to finalize team charter, objectives and approach
  - Meet every two weeks until deliverables are met, by mid-December at the latest

- Facilitation: Each meeting will be facilitated by an independent, external leader to ensure each team members participation and keep all groups informed of key discussions between them
## Designing the New Integrated IT Organization

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<th>Workstream</th>
<th>Members</th>
<th>Objectives</th>
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| Instructional Services            | Bill Hodgkiss, Jeff Henry, Gabriele Wienhausen, Jeff Elman, Steve Cassedy, Barbara Sawrey, Brian Schottlaender, Kevin Chou, Brian Demeulle | - Develop the organizational and service model that best supports the Teaching and Learning Commons, including team location  
- Define process to allocate instructional design resources given both bottom-up demand and strategic priorities  
- Finalize the organizational structure  

*Note:*  
Steve Cassedy acting for Kim Barrett  
Declan Fleming representing Brian Schottlaender when needed |
| Research IDI                      | Bill Hodgkiss, Jeff Henry, Larry Smarr/Tom DeFanti, Valerie Polichar, Mike Norman, Brian Schottlaender, Jill Mesirov (HS), Frank Vernon (SIO), Kevin Chou, Brian Demeulle | - Learn from IDI successes  
- Define the organizational concierge service model that best supports the research mission  
- Define process and organizational model to quickly stand up prototype digital infrastructure to serve specific research needs and a process to transform digital platform successes into enabling infrastructure  

*Note:*  
Tom DeFanti representing Larry Smarr when needed  
Declan Fleming representing Brian Schottlaender when needed |
| Administrative Services and Organization Optimization | Pierre Ouillet, Jeff Henry, Kevin Chou, Brian Demeulle, Brett Pollak, Mojgan Amini, Eddie Mardon | - Review the SWOT analysis  
- Determine the service portfolios that need to be offered to best service customer needs; Develop the service delivery models including reporting structures, staffing and location  
- Align back-office functions to avoid duplications and drive synergies  
- Review financial model with a dual objective to simplify and transparently allocate resources based on needs  
- Review current governance models to maximize client input on strategic priorities and drive accountability |