27,000 students, going to 30,000+

Schools and Colleges
- College of Agricultural and Environmental Sciences
- College of Engineering
- College of Letters and Science
- Graduate School of Management
- School of Education
- School of Law
- School of Medicine
  - Medical Center in Sacramento (18 miles from Davis campus)
- School of Veterinary Medicine
- Division of Biological Sciences

2000-01 Budget: $1.7B (includes Medical Center $610M)
Council of
Vice Chancellors

Office of the Chancellor
- Chancellor
- Provost and Executive Vice Chancellor

Vice Provosts
- Academic Personnel
- Information and Educational Technology
- Undergraduate Studies
- University Outreach and International Programs

Vice Chancellors
- Administration
- Resource Management and Planning
- Research
- Student Affairs
- University Relations

Deans
- Graduate Studies
Challenges

- Keeping up with ever-changing technology and technology needs
- Being responsive to vice chancellors, deans, faculty, etc.
- Working within constraints of distributed computing model
- Determining which projects get funded
Telecommunications
- ATM core or Gigabit Ethernet
- Optical multiplexing
- Video over IP
- Cell phone impact
- Remote access solutions
- Wireless (haphazard deployment, policy)
- Horizontal wiring (replacement/fiber/funding)
- Wide area networking (medical center)
- Funding models (backbone, building, district capacity)
Security

- Intrusion detection (network/host)
- Incident response team
- Security self-assessment
- Anti virus software
- Authentication systems
  - Kerberos (login ID and password)
  - Hard tokens (one-time passwords)
  - PKI (certificates)
  - Smart cards
- Recovery
Portal Technology (Build or Buy)

Key Issue: Legacy System Integration
- Authentication (single sign-on)
- Web services
- Authorization
- Workflow

Personalization (access to legacy systems)

Customization

Portal applications
- Decision support (easy ones)
- Transaction processing (harder)
- Course management and online instruction & learning
- Business processes -- involve multiple legacy systems
Distributed Computing Model

Student IS
- Student Affairs & Academic Offices (functional)
- IET (appl. devel.)

Research IS
- Office of Research & Academic Offices (functional)

Financial IS
- OOA (functional)
- OOA (appl. development)

Library IS
- Library

Payroll Personnel System
- Admin and Academic Offices (functional)
- IET and UCOP (appl. devel.)

HRIS
- Admin and Academic Offices (functional)

Advancement IS
- Development and Academic Offices (functional)
- University Relations (appl. development)

MyUCDavis Portal

Portal Applications
- Course management
- Email
- Contract & Grants
- Vacation & Leave Reporting
- Benefits
- Student Services
- Personnel Data Warehouse

Portal Features
- User Interface Standards
  - Look and feel
  - Navigation
- Authentication
- Personalization
- Customization
- Workflow
- Authorization

Campus Data & Information
- Data Warehouses
- Content & Knowledge Sources
Making Decisions

- UC Davis IT Coordinating Framework
- Collaborative Approach
- Some Observations
IT Coordinating Framework

- Engages all major campus constituencies
  - Information Technology Policy Board
  - Academic Computing Coordinating Council
  - Administrative Computing Coordinating Council

- Technology Infrastructure Forum
  - Lead technology representatives from all administrative offices, colleges, and schools
  - Broad-based technology discussions
All Information Technology Projects
- Consultation with budget analysts
- Consultation with Information and Educational Technology policy analysts

Setting Campus IT priorities
- Strategic Plan (goals, subgoals, instances)
- Evaluation criteria
- Inventory of IT projects (at various stages)
- Decision-making process
  - Roles based on Administrative Computing Plan and Policy
  - Tied to annual budget process
Goal: New Business Architecture

Office of the President Initiative
- Business portal (core technology)
- Process re-engineering

UC Davis implementation
- NBA Steering Committee
  - Co-chairs: John Bruno & Janet Hamilton
  - Members: All vice chancellors, vice provosts, librarian & academic representatives
- MyUCDavis is the UC Davis business portal
- Creation of an NBA Project Management Office
  - Financial support from all vice chancellors and vice provosts and the provost
  - Responsible for process re-engineering
Active Community Engagement

Advanced Technology Projects
- Charge and composition
- Open meetings and corresponding mailing lists
- 15 created over the past 2 years

Examples of ATPs
- Common authentication infrastructure: Support for LoginID/password, PKI, smart cards, etc
- Common workflow infrastructure: Support for new portal applications
Observations

- Develop trust with peers (vice chancellors, provosts, deans)
- Keep your eye on the ball (win-win). Too easy to be a nay-sayer
- Nurture strong connections with faculty, staff, and students--faculty credentials help (a bit)
- Do centrally only what it makes sense to do centrally
- Avoid pilot-rollout syndrome
Communicate, communicate, communicate
- Internally
- Externally

Create an open planning process -- it's time-consuming, but it increases alignment and buy-in

Exhibit strength of commitment and willingness to assume risk

Brace yourself
Resources

- IT Coordinating Framework
  - http://itpb.ucdavis.edu
- New Business Architecture
  - http://nba.ucdavis.edu
- MyUCDavis Portal
  - http://my.ucdavis.edu
- Vice Provost’s Office
  - http://vpiet.ucdavis.edu
- Advanced Technology Projects
  - http://vpiet.ucdavis.edu/advancedprojects/