Reimagining IT at UC Berkeley

How should we best plan for the future of IT at Berkeley?

When: Thursday, October 6, 2016 from 12 - 1pm
Where: 200C Warren Hall, 2195 Hearst St (see building access instructions on parent page).
What: Reimagining IT at UC Berkeley, a brown bag lunch and discussion
Presenting: David Greenbaum (Research IT), Liz Marsh (Office of the CIO), Jenn Stringer (Educational Technology Services)

On October 4-5 the campus will hold a two-day workshop with IT leaders to launch a 9-month planning process to “Reimagine IT at UC Berkeley.”

The following day, at this Reading Group meeting, the Design Team for UC Berkeley’s IT Strategic Planning Project -- David Greenbaum, Liz Marsh, and Jenn Stringer -- will provide an overview of the 9-month planning process, talk about challenges, and discuss what it would mean to succeed.

Participants in the Reading Group can prepare by reviewing a collection of excerpts from other universities’ IT Strategic Plans, which are being considered as Berkeley charts its strategy (skimming is encouraged, there are nine documents, of 4 to 66 pages each). Note that the contents of the linked Google Drive folder is accessible to those who are logged in to Google with a UC Berkeley Calnet ID.

Presenting: David Greenbaum, Research IT; Liz Marsh, OCIO

Attending:

Aaron Culich, Research IT
Adam Anderson, Near Eastern Studies, D-Lab
Ann-Marie Richard, SAIT
April Irwin, ETS
Aron Roberts, Research IT
Barbara Gilson, SAIT
Brian Waechter, L&S IT
Chris Hoffman, Research IT
Chris Paciorek, SCF/Statistics & BRC
Claudia Von Vacano, DH & D-Lab
Cody Hennesy, Library
Daphne Ogle, ETS
Dan Percival, Research Admin and Policy
Holly Aaron, Cancer Research Laboratory - Molecular Imaging Center
Ian Crew, bConnected
Isaac Mankita, IST
Jason Christopher, Research IT
Jean Cheng, AIS
Jean Fergusun, Library
John Lowe, Research IT
Jon Hayes, bConnected
Kelly Rowland, Nuclear Engineering & BRC
Ken Geis, COES
Kevin Chan, ETS
Leon Wong, Security
Maurice Manning, Research IT
Michael Chang, EDW
Norm Chang, TPO
Patrick Schmitz, Research IT
Quinn Dombrowski, Research IT
Rich Katz, SAIT
Rick Jaffe, Research IT
Ron Sprouse, Linguistics
Ryan Lovett, SCF
Steve Masover, Research IT
Walter Stokes, Research IT
Zane Cooper, Haas School of Business

[see slide deck - coming soon]

Carol Christ quotes Peter Druker: “Culture eats strategy ...” -- Be aware of cultural barriers to change

Larry Conrad: opportunity to make strategic decisions; we have financial crisis, but opportunity is more than that: alignment of Berkeley IT to the core mission of campus (teaching, learning, and research ...... and public service).
At end of 9 months planning process we'll have:

* IT strategic plan
* Agile framework for change
* Shared mental model & increased capacity to collaborate among IT leaders
* Bucket list for new campus leadership to decide on
* Implementation of “great and doable ideas” along the way

[several videos shown of participants in the Oct 4-5 strategic retreat]

Liz: Key is getting as many people as possible engaged, from across the campus -- consumers of IT in addition to those who work in IT on campus.

Ian Crew: How will the campus enforce use of common solutions instead of spending campus resources on individually-preferred solutions?

Rich Katz: Suggest we seek outside advice on an ongoing basis, from non-profits, commercial organizations with IT (example: Genentech) ... maybe even an ongoing board who will give input on a regular basis.

Daphne Ogle: In addition to benchmarking other campuses, let's focus on how our faculty and other IT consumers see and want to see value in IT services.

Patrick Schmitz: Focus in the Oct 4-5 workshop on broadening idea of governance, not just high level executives, but many people offering input on the ground.

Claudia: Concern about scalability of consultation to researchers on campus, esp. in Social Sciences and DH. Aaron Culich of Research IT as a case-in-point: a valued partner but perhaps over-extended.

David Greenbaum: IT as trusted & strategic partner … is this a need for many MOUs, or is this an opportunity to think about regional IT and IT service providers along an axis of consultation, and how that can be extended and scaled.

Patrick Schmitz: We need to articulate when and how partnerships work well; and when they entail more overhead than the benefit they provide. We need to have models for understanding and implementing partnerships when they're appropriate and effective, and not doing so unless they're appropriate and effective.

Claudia: What do scholars have on the science side; what we need on humanities and social sciences side seems so modest, but we're still having a great deal of trouble.

David Greenbaum: Birthright as a model (example: FCA)

Patrick Schmitz: We heard a lot about developing our ability to explain ourselves better, to make researchers on the campus aware of what's available to them.

Holly Aaron: Examples are good. But also: how will the effect of working partnerships be measured? Campus leadership will want to see metrics. I run a "campus core" -- providing IT services to many users -- and I'm pleased to see how large and diverse a community there is here, but we have quite a few units on campus that are not well-connected with others -- yet could be, and could benefit from those connections.

Cody Hennesy: Glad to see digital literacy is on iEVCP Carol Christ's radar. Would like to see bottom-up ferment on this coming from many places on the campus.