The IT Planning Board has been charged with the facilitation of a university-wide Strategic IT planning initiative. The ITPB understands that a vital part of such an undertaking is a shared understanding of how IT is deployed collectively and as individual units and for what purposes. In addition it is critical to understand the campus’s programmatic goals involving IT for the next 3-5 years. Finally, the ITPB wishes to draw from the IT planning experiences and practices at other institutions. The objectives for reviewing planning at other institutions are (1) to understand good IT practices in areas of application interest to UCLA and (2) to learn from others’ experiences that can be avoided.

To these ends, the ITPB has agreed to three related inventories of IT deployment and planning information:

1. Institutional IT Plans at Selected Universities
2. Current IT deployment goals and IT facilities and support deployed in support of those goals
3. Programmatic directions enabled or about IT and the corresponding IT deployment goals for next 3 years

Institutional IT Plans at Selected Universities

Jim Davis has engaged the services of Collegis, Inc. to carry out the following steps:

COLLEGIS will identify, in consultation with UCLA, up to ten (10) institutions (external to UC campuses) and obtain copies of current information technology strategic plans from these institutions.

COLLEGIS will identify, in consultation with UCLA, the criteria to be used for analyzing the strategic plans obtained from other institutions, and will apply the agreed upon criteria to the plans, resulting in a documented analysis of these institutional IT Plans.

COLLEGIS will contact the Chief Information Officers at each of the institutions whose plans have been analyzed and interview these individuals to determine the planning processes used at each institution. The purpose of these interviews will be to gather information that can be used in the identification of “best practices” for IT strategic planning.

The ITPB has decided to proceed with the following universities for further review and analysis of IT plans.

- Stanford University
- University of Michigan
- University of Illinois
The following institutions have been identified as potential candidates for review of their IT Strategic Plans and planning. The remaining seven universities will be established through continued consultation with the ITPB. The intent is not to select all peer land grant research institutions but to select a cross section of universities with components of IT planning and deployment of interest. IT planning by peer research universities is therefore just one criterion:

- **Seton Hall University** - Seton Hall is a private Roman Catholic university enrolling 4,916 undergraduate students and 4,641 graduate students. The university is noted for being one of the first participants in the IBM ThinkPad University program which provides laptop computers for every incoming freshman. Seton Hall has also been named one of the top 10 Innovators for Leveraging Information Technology by Infoworld.

- **Brown University** - Brown University a private university enrolling 5,810 undergraduate students and 1,670 graduate students. One of the more interesting aspects of Brown University’s commitment to the use of technology is the Scholarly Technology Group, an organization that supports the development and use of advanced information technology in academic research, teaching and scholarly communication.

- **Massachusetts Institute of Technology** - MIT is a private research university with nearly 10,000 undergraduate and graduate students. MIT has over 2,568 researchers working on projects funded by government foundations and industry, and routinely leads all U.S. universities in patents granted. Recently, MIT began piloting an online lab in microelectronics called WebLab. This experiment is seen as a prototype for other types of web-based labs for the sciences and engineering.

- **University of Chicago** - The University of Chicago is private university with 3800 undergraduates and 8,331 graduate students. Known for its common core curriculum, the University of Chicago is also recognized for its outstanding research capabilities and contributions. Recently, the University of Chicago joined with Columbia University and others to create Fathom, a vehicle for the electronic dissemination of educational and research material.

- **The Ohio State University** - The Ohio State University is the second largest university in the United States with enrollments of over 55,000 undergraduate and graduate students. The university’s academic plan is well documented and includes a major commitment to the use of information technology in support of research, teaching and service.

- **University of Maryland** - The University of Maryland, College Park, is a large, public research institution with over 24,000
undergraduates and more than 8,100 graduate students. The information technology strategic plan for the University of Maryland was recently updated by a large cross-functional team that included both graduate and undergraduate students. The five initiatives of this updated plan entitled “Building on Excellence: The Next Steps” focus on the university’s commitment to excellence in teaching, research and service.

- **Harvard University** - Harvard University is a private university enrolling 6,700 undergraduates and 10,970 graduate students. Harvard is a charter member of the Internet2 consortium and has been actively involved in related initiatives. Other technology related initiatives at Harvard include the Library Digital Initiative to create a common technology infrastructure to support the collection, storage, organization and retrieval of digital library resources among Harvard’s 90-plus libraries.

- **Carnegie Mellon University** - Carnegie Mellon University is a private research university enrolling over 8,000 undergraduate and graduate students. CMU was ranked number one as the nation’s most wired university in 2000 by Yahoo! Internet Life. CMU is also the site of one of the National Science Foundation’s 25 science and Technology Centers and the only university in the nation to be awarded two of the NSF’s Engineering Research Centers.

The following are potential questions/areas for review of the institutional IT Strategic Plans:

1. Scope of the plan - Is the plan a comprehensive IT strategic plan for the university?
2. Does the plan address all aspects of the university’s mission including support for teaching, research and service?
3. Is the plan strategic or tactical?
4. What types of environmental scanning were done as context for the development of goals and strategies within the plan?
5. Is the plan aligned with institutional vision and mission? If so, how?
6. Does the plan address implementation issues?
7. What are the university’s primary technology goals or initiatives? How were these identified or established?

The following are potential questions/areas for discussion with the CIOs of the identified institution to determine best practices for the planning process:

1. How did you set the stage for planning?
2. Did you use an external consultant or facilitator? If so, how? Why? With what success? If not, why not?
3. Who was involved in the planning process? How? When? Why these people?
4. What planning methodology did you use?
5. Within what timeframe was the planning process completed?
6. How did you align the IT strategic plan with the institution’s overall vision and mission?
7. What did you learn from this planning process that you would do differently?
8. What would you not change?
9. Would you consider the planning process you used to be successful? If so, why? If not, why not?

Current and planned IT deployment goals, facilities and support

The intent of this inventory is to gain an understanding of "how" and "what" information technology is currently being used to advance the mission of each individual unit at UCLA. The Campus Computing Council (CCC) and the Information Technology Planning Group (ITPG) are the primary existing organizations for this inventory. These two groups comprise the CIOs of UCLA’s distributed units and the Directors of central IT and administrative units.

Approach

1. The subgroup of Jim Davis, Tom Phelan and Ruth Sabeen will work with the CCC, ITPG and key campus organizations to define the specific information needed, tap into existing information and develop a process.

2. The subgroup will work with Steve Wesson to develop a campus wide IT staffing picture.

Below are categories of information considered to be important in this inventory:

1. Current and planned use of digital media in degree, non-degree courses and professional training
2. Current and planned use of computation and information technology in research activities
3. Current and planned use of computation and information technology in outreach activities
4. Current and planned use of computation and information technology in administrative and decision support activities
5. Current and planned IT services provided by your unit
6. Major opportunities and issues

Current and planned unit programmatic directions involving or depending on computation and information technology

The intent of this inventory is to develop an understanding of the current and future directions, goals, and intentions of UCLA units and interest groups? The basic questions are: What roles do you see for computation and information technology in achieving programmatic vision and interests.

Proposed approach:
1. Work with budget and planning to summarize information on IT related budget requests.

2. Establish/draw upon the following IT special interest groups:
   
   o Computational research involving high performance cycle or throughput requirements - an ad hoc faculty group established by Research Office and Office of IT
   
   o Computational research involving media and visualization - a planned ad hoc faculty group by Research Office and Office of IT
   
   o Digital based instruction as the object of research and as a mechanism for distribution - a planned ad hoc faculty group by the Office of IT
   
   o Digital based community outreach as a vehicle for research and as a mechanism for community involvement and access - an existing faculty group formed around the UCLA in LA Information System
   
   o Chancellors IT and Society Committee

3. Conduct 30 minute meetings/conference calls with each of the Faculty Senate Executive Chairs - enlist the help of the ITPB members

4. Conduct 30 minute meetings/conference calls with each of the academic unit Deans and a selected set of center and administrative unit directors - enlist the help of the ITPB members.