ITPB Strategic Planning - Suggested Topics

ITPB Strategic Focus Areas is one of the main topics for the November 29, 2005, ITPB meeting. This agenda item represents a concerted effort to refocus the ITPB time and effort on the most strategic IT directions for UCLA. The objective for the meeting is to surface, discuss and prioritize (or plan prioritizing) those institutional strategic areas and directions that the ITPB will address during the upcoming year and beyond.

Each Board member was asked to identify areas or issues that are most urgent to address in the 2005-2006 academic year. Below is a compilation of those suggestions that have purposely been kept close to the original wording. To provide a picture of how these strategic areas relate to the current vision statement, the subject suggestions have been organized around the ITPB's Strategic Areas of Emphasis where appropriate: Student Integration, Research Leadership, Scholarly Interaction, and Increased Productivity.

Toward the bottom of this document, you will see a set of subject suggestions from OIT. This list was formed after reviewing the list of suggestions from the ITPB members and contains items that were NOT already mentioned or mentioned with a different slant.

Please review these and be prepared to set strategic priorities for the year. Among our organizational goals is to use ITPB meetings primarily for discussion and decision making on IT policy and strategy, rather than for presenting information. Toward this goal, preparatory materials will continue being sent to members one week in advance of meetings. Print packages will be made available at the meeting for reference, but ITPB meeting time will primarily be devoted to discussion not presentation. Other work will continue being done in small groups or subcommittees, with recommendations presented at meetings for decision-making.

**Student Integration**

1. Technology infrastructure for instruction:
   a. Infrastructure for student related services (examples of barriers to the use of technology in instruction;
      i. insufficient single site storage capacity for students
      ii. insufficient bandwidth and/or network ‘shaping’ strategies that restrict accessing, exchanging, and uploading files such that assignments can’t always be accessed, turned in to a TA/faculty member, etc.
      [FCET, Alan Robinson]
   b. Uneven and unpredictable support in departments, divisions, and schools for faculty use of technology instruction;
      [FCET]
c. Course management systems;
   [Alan Robinson, Gary Strong]

d. Course-related developments, like the MIT on-line project, course-based web communications, etc.
   [Dana Cuff]

2. Appropriate level of technology for classrooms - proper balance between resources and technological needs in the classroom.
   [Larry Loeher]

Request to ITPB to develop a position on:

   a. the appropriate level of fixed investment in classroom technology, leaving flexibility for the adoption of new technology as it develops;

   b. suggest a reasonable replacement cycle for equipment (like projectors) that have a technical life shorter than their electro-mechanical life;

   c. suggest what forms of consultation services for faculty are needed to assure that any combination of hardware and software will work as planned, that the use of technology is efficient and appropriate to the pedagogical need, and that teaching practices and materials may be moved out of the classroom environment whenever and wherever possible; and

   d. consider funding models to assure that a reasonable balance is maintained between classroom IT costs and needs.

3. On-line instruction.
   [Kathy Komar]

4. Educational Technology - Theme 3 of the WASC (Western Association of Schools and Colleges) accreditation process.
   [Gary Strong]

Research Leadership

5. Develop a vision for digital research and education in support of IDRE (Institute for Digital Research and Education):
   [Russ Caflisch]

   a. A scientific computing center.
      [Chuck Taylor]

6. Develop a strategy for the use of grid based computing within UCLA.
   [Russ Caflisch]
7. Use IT/knowledge management system to facilitate research, particularly in the complex, volatile health care specialties where a tight integration between knowledge resources and clinical care is crucial and financially imperative for the ‘health’ of the entire campus.
[Vivek Shetty]

Scholarly Interaction

8. Data archiving/institutional repositories:

   a. There is a big push by NSF, NIH and others requiring researchers to preserve and make their data available. There is a whole host of policy and architecture issues and it’s not clear who has responsibility for what;

   References;

   b. Can we begin to develop a different kind of University Archives by using technology and capturing work while it is being created instead of waiting for faculty to leave to capture and curate it?

   What is the role of eScholarship and post-print repositories here at UCLA and their influence on what we encourage keeping?
   [Gary Strong]

9. Electronic access to scholarly material:

   a. Consider the role of UCLA - for example, ongoing national projects by Google and others, to scan whole collections;
   [Russ Caflisch]

   b. Intellectual property and library integration.
   [Gary Strong]

10. Use IT to create a sense of community among faculty in disparate disciplines and facilitate collaborations (teaching/research) that will underscore the comprehensive nature of our campus.
[Vivek Shetty]
11. UCLA needs a major effort to inform and educate the faculty on IT in its teaching and research missions. Less than 25% of faculty are up to speed on IT.  
[Kathryn Atchison]

**Increased Productivity**

[Sam Morabito, Alan Robinson, Brian Copenhaver]

[Sam Morabito, Alan Robinson, Dana Cuff]

For example, in the event of a Katrina type event, thinking about how to back up research data in case of a catastrophe; other disaster-based planning questions; emergency communications.

**Connectivity, Communications and Access Infrastructure**

14. UCLA’s telecommunications strategy and transitioning the campus to VoIP.  
[Jim Davis, Sam Morabito, Alan Robinson]

What is the vision for converged voice and data services?

Do we take advantage of text messaging (IM, blogs, wikis, etc.)?

15. Next generation wireless:  
[Bill Jepson/CCC, Scott Waugh, Alan Robinson, Dana Cuff]

- Will it be ubiquitous across campus like cell phones
- Will it replace the need for most wired connections
- How will new wireless technologies that want to be centrally managed and run, coexist and interface with existing departmentally run wireless networks
- Will it solve the undergrad interoperability problem
- Will it provide for QoS and VoIP
- Anticipating generational changes and seeking both efficiency and low costs
- Expanding wireless capacities

16. UCLA Connected2.  
[Bill Jepson/CCC]

- Will there be one
- What will it cover

17. Plagiarism and cheating on campus.  
[Bill Jepson/CCC]
“turnitin.com”
“creating a generation of hunter, finder, cutter, paster”
Will there be a way to turn off wireless network instant messaging, etc. in classrooms.

Centralization, Decentralization and Repositioning IT

[Brian Copenhaver]

The first terms in this series of oppositions are common features of corporate rationalization and hence of corporate IT development. But the genius of the Web for the last decade-and-a-half has been on the other side of these oppositions, sometimes with astonishing success (e.g., Google), sometimes in breathtaking catastrophes (e.g., the Great DotCom Collapse). Because UCLA is a large corporation, some of its instincts push campus IT in one direction, but because UCLA is a special type of corporation - a university - other instincts push it the opposite way. In particular, because the intellectual excellence of the university is strongly localized, in academic departments, if IT is to reflect that excellence, IT must encourage, enhance and reflect the strengths of many diverse intellectual localities. The Committee should take this problem on and develop the required policy;

19. Formulate a refined repositioning strategy taking into account UCLA’s unique existing structure for networking and systems support;
[Russ Caflisch, Kathy Komar]

20. IT funding and pricing – TIF;
[Scott Waugh]

21. New central IT initiatives;
[Bill Jepson/CCC]

New IT services that are centrally managed, but are ‘opt-in’ should be offered as a fee for service self-supporting type of operation.

Process and Governance

22. Make the ITPB more effective in the development of UCLA’s IT policy by focusing the committee’s agenda;
[Brian Copenhaver]

The committee should select only a few issues, a small handful, and then focus on them for a sustained period - several years. Hearing serial show-and-tell
presentations on the numerous and usually unconnected IT issues that constantly arise is not an effective use of the committee’s time. By selecting a few issues for sustained analysis and discussion, the committee can build the base of information that it needs to address a few problems more effectively.

23. Oversight and transparency;
   [Scott Waugh]
   
   Generally, the degree of faculty involvement in organizations and implementation of policies.

24. Needs;
   [Scott Waugh]
   
   Develop survey tools to find out what different faculty disciplines will need with changing IT environment in order to anticipate changes;

25. Portfolio Management;
   
   a. All IT projects that derive from campus funds need to be scrutinized by appropriate committee/office for a consistency/return on investment and markers of success (with an articulated exit strategy if the projects start failing to meet the stated objectives);
      [Vivek Shetty]
   
   b. Create a rubric for scoring IT projects on collaboratively created criteria and create strike teams for evaluating IT projects midstream and helping rescue projects before they devolve into disasters;
      [Vivek Shetty]
   
   c. All IT spending should be aligned with ITPB articulated campus objectives;
      [Vivek Shetty]
   
   d. my.UCLA (in general, but also Gradebook in particular) - no sense of how decisions were made regarding functionality and integration with other applications and services.
      [FCET]

26. Change Management;
   
   a. Create a campus culture where all local IT systems are unified and organized using a consistent theme that resonates with campus IT priorities;
      [Vivek Shetty]
   
   b. How to construct partnerships across campus to avoid redundancies and to take maximum advantage of distributed resource and, most important, expertise;
      [Scott Waugh]
Privacy, Intellectual Property and Security

27. Enforced subscription to different music or video sites;  
   [Chuck Taylor]

28. New government monitoring issues;  
   [Chuck Taylor]

29. Privacy vs. university liability;  
   [Kathy Komar]

   [Scott Waugh]

Additional Topics from Office of Information Technology

1. The campus is moving toward a layered service model designed to support appropriate local and regional autonomy and at the same time establish institutional structure to benefit and support the local and regional aspirations. The idea of institutional technology services, layers of infrastructure, regional and local service is a critical strategy for implementing a connected set of services. This model and how to implement are critical strategic directions.

2. IT for the future student and faculty member.

3. Research Cyber infrastructure, goals and funding.


5. How should the campus explore and evaluate new technologies, i.e. the Technology Sandbox.
   
   How does the campus foster IT innovation and application for the campus?

   How does the campus draw upon its own expertise, research and innovation for institutional innovation?

6. Do we think about physical space differently in the context of IT?

7. IT staff support of the future;
   
   What kind of IT support will the UCLA of the future need?

   What does the IT workforce of the future look like?
How do we train/coach our staff to be ready to support these needs?

8. When and how to view and make decisions about the campus IT infrastructure and architecture as an enterprise and when not?

9. Capacity to view as an enterprise infrastructure in a federated environment.

10. Vision for sensor nets including the movement to RFID. Urban applications of sensor networks, using UCLA as a test bed.

11. Data center space will effectively be out of data center space in the 2007 to mid 2008 timeframe, depending on how quickly the CNSI Data Center fills up. Alternatives to building UCLA local data centers, such as outsourcing virtual services should be considered to meet demand.

12. What should be the campus IT feedback mechanism for faculty, students and staff?

13. Evaluating and changing workflow vs. building IT systems to support existing workflow.

14. IT Technical Training for faculty, staff and students.

   Is the IT technical training on campus adequate?

   Should we overhaul it?

15. IT Teamwork. How should UCLA build and support and then leverage a culture of IT teamwork and trust?

   How do we reward cross-silo teamwork? How should UCLA build and encourage this culture?

16. Campus technology and community technology, e.g. wireless connectivity in the surrounding community, role of broadband in the home.