Colleagues,

I am pleased to present you with the draft recommendations of the UC Information Technology Guidance Committee, which I appointed in February 2006 to engage in a consultative UC-wide planning process to identify and recommend strategic directions to guide investments in information technology (IT) and the academic information environment.

These recommendations come at an opportune time, contributing to and strengthening an emerging vision for the University. That vision, captured in the phrase “the power and promise of ten,” sees the University working as a single institution, bringing together the complementary strengths of its ten campuses in a creative, interconnected, focused approach that summons the total impact of the system to confront its challenges while better serving the people and the state of California.

This vision applies nowhere better than to the opportunities that grow out of a more deliberate, strategic, and coordinated approach to the investments UC makes in its information technology.

To implement this vision we will, to be sure, need to learn how to act better as a system. We certainly have good experiences on which we can draw – the California Digital Library and IT Strategic Sourcing are but two examples – as well as a variety of proven collaborative models that can be applied, including:

- Multi-campus initiatives, where a subset of campuses agree to collaborate on a system or service, or to adopt a solution developed by one campus
- Functional collaborations, where groups responsible for a particular function at some or all campuses get together to develop or adopt a shared solution that serves their functional need
- System-led initiatives, where campuses request UCOP to provide collaborative leadership in developing or implementing a shared solution or a uniform UC-wide solution is imperative for cost, fiduciary, or other reasons.

Finally, we realize that our success will require us to think hard about how best to plan, review, fund, organize, and govern ongoing collaborative efforts, and about the Office of the President’s role in support of them.

These are no small challenges, but we are confident we can meet them successfully in the deployment of our information technology resources and in other areas. We are as confident that by doing so, we will strengthen the University of California, sustaining its pre-eminence as a catalyst for academic innovation, enhancing its ability to prepare the knowledge workers required in an increasingly global economy, and extending its service to the people and state of California.

Sincerely,

Wyatt R. Hume

Provost and Executive Vice President, Academic & Health Affairs
Chair, UC Information Technology Guidance Committee
UC Provost Rory Hume launched the UC-wide IT Guidance Committee in February 2006 to meet the following charge:

- Identify **strategic directions for IT investments** that enable campuses to meet their distinctive needs more effectively while supporting the University’s broader mission, academic programs and strategic goals.
- Promote the deployment of information technology services to **support innovation** and the enhancement of academic quality and institutional competitiveness.
- **Leverage IT investment** and expertise to fully exploit collective and campus-specific IT capabilities.

**WHY?**

There are good reasons to do UC-wide IT planning:

- Position for **competitive advantage** - because increasingly innovation in research and teaching will be tied to innovation in cyberinfrastructure
- Improve business processes, reduce risks, gain efficiencies (in cost and space)
- Minimize irrational diversity & redundancy (of systems and information)
- Upgrade basic IT and systems infrastructure capability. Acting independently, the costs and development efforts are enormous
- Attract great talent – good cyberinfrastructure will become like good labs and grad students – a selling point for recruitment and retention of great faculty

**Working together is our future – but there are challenges, such as how to:**

- Leverage the benefits of collective action without losing local distinctiveness
- Balance collective needs and local imperatives
- Develop decision-making mechanisms that facilitate meaningful UC-wide action but are also responsive to campus needs