UCLA Campus Strategic Planning for Research Informatics
Office of Information Technology (OIT)
Office of the Vice Chancellor for Research (OVCR)

Goals:
1. Develop a 10-year vision for UCLA and the strategic principles that will guide planning
2. Develop a 5-year detailed roadmap that defines priorities and critical paths
3. Scope effort and approximate cost of a 5 year initiative
4. Develop the 1-year project and implementation plan
5. Define the governance process for research informatics on campus

Background: As a leading research institution, UCLA needs to move more aggressively in developing a strategic and implementation plan to meet a wide diversity of basic, translational, clinical, and health services research informatics needs across the campus and to more strongly position for grants and doing informatics-driven research looking into the future. Given that the UCLA campus was recently awarded a Clinical Translational Science Award (CTSA) and that the health enterprise is implementing an electronic medical record system, it is essential to create a common vision of research informatics for the campus that extends to and leverages health sciences as well as physical and biological sciences, social sciences and the humanities, film and art. In addition, there are key UC-wide and national initiatives in research informatics, both through the health sciences and the campus’ academic enterprise in general, for which a long-range strategic vision and plan is needed. Lastly, the Libraries play key roles not only in capturing and preserving scholarly work but in providing access and availability while helping faculty own their scholarship throughout a lifecycle of generating, curating and publishing. The campus through the Office of Information Technology, the Office of the Vice Chancellor of Research, the Libraries and the Deans of the respective Schools have invested significant resources toward moving research informatics forward at UCLA. However, to ensure that these resources are used in the most efficient and effective way requires both a strategic plan and roadmap for research informatics. The expectation is that this visioning and planning effort will set the foundation for pursuing additional resources for innovative efforts in research informatics through philanthropy, grants, and partnerships with foundations and industry.

PLANNING, APPROACH, AND ORCHESTRATION

The process and approach are designed for systematic and broad-based involvement with the campus research community such that the strategic and implementation plan that is produced is a campus plan with a broad base of agreement.

As the planning process gets underway, the campus leadership will be informed of the process through a Deans and Director’s memo to the campus and discussed at a Dean’s Council meeting, a Senate Executive Leadership meeting and with the IT Governance entities.

An OVCR/OIT Research Informatics Leadership Team will provide oversight on the orchestration of planning process, resources to address analysis and due diligence requirements and the assimilation of the results into the necessary documentation.
There will be a systematic nomination and selection process to form the various Strategic Planning Committees. Deans and Directors will be asked to nominate individuals.

The leadership team will draft a common framework of questions to drive planning outcomes.

PHASE 0: Level Set and Charge

1. Bring the Phase I chair and co-chairs together to discuss and agree on the planning process, objectives and charge.
2. Level set on key activities and prior initiatives that inform this planning exercise

PHASE 1: CORE AIMS:

1. Creation of 5 Strategic Planning Committees (each with at least 12 members) designed for related interests and departmental inclusion:
   a. Health Sciences – Medicine, Dentistry, Nursing, and Public Health
      Chair: Art Toga; Co-Chair: Virginia McFerran
   b. Physical Sciences, Life Sciences and Engineering
      Chair: Warren Mori; Co-Chair: Victoria Sork
   c. Social Sciences, Humanities, Education and Information Science
      Chair: ; Co-Chair: Kathleen Komar
   d. Management, Law and Public Affairs
      Chair: Co-Chair Frank Gilliam
   e. Libraries, Theater, Film and Television, Arts and Architecture
      Chair: Diane Favro; Co-Chair:

   (Please note that the Libraries have aspects that thread through all committees)

2. Staffing & Consultants to Facilitate Strategic Planning Process
   a. Support Staff: Ornah Modevoi(OVCR), Carmela Cunningham (OIT)
   b. Consultants to lead orchestration and facilitate and writer

3. The Consultation and Staff support will assist with the format, orchestration and results expectations for each committee and as necessary or useful will provide facilitation.

4. Each Planning Committee will be expected to meet 2 - 3 times for a group discussion and to ensure outcomes.

5. The Planning Committees will all join for a full day retreat (1/2 day focused on refining strategic goals and aims, and ½ day for sharing the results of the process across all the committees).

6. The Results of the retreat (results of the core aims phase) will be reviewed by the OVCR/OIT Research Informatics Leadership Team, which will orchestrate the development of the documentation for review and for Phase 2.

PHASE 2: CROSS-CAMPUS AIMS:

Based on the core driven results of Phase 1, the Research Informatics Leadership Team will organize the key cross campus high priority and/or innovative areas for inter-disciplinary strategic planning across the campus.

7. Strategic Planning Committees will be re-constituted into 4-6 Cross-Campus inter-disciplinary committee around selected themes and data interests, for example:
   a. Basic and Translational Informatics
b. Observational Data
c. Digital Imaging
d. Registries and Data Sharing
e. Preservation, curation, management and publication of digital research content
f. Large database infrastructure, technology & analytic Support
g. Community Outreach and Research

8. Each Cross-Campus Committee will meet 3 times for group discussion facilitated by the consultants.
9. The Cross-Campus Committees will all join for a full day retreat to share and combine their results.
10. The results of the retreat will be reviewed by the OVCR/OIT Research Informatics Leadership Team.

PHASE 3: FEEDBACK AND GOVERNANCE:

11. Information gathered from PHASE 1 & PHASE 2 will be rolled up into a draft campus plan that reflects the strategic vision, guiding principles, implementation roadmap and first year implementation plan.
12. The draft will be circulated among all participating committee members for feedback.
13. Feedback will be reviewed by the OVCR/OIT Research Informatics Leadership Team and the draft plan will be revised accordingly.
14. The draft plan will be submitted to the governing bodies and stakeholder for review and feedback:
   a. IT Governance: ITPB, CITI, CSG
   b. Deans
   c. Academic Senate

PHASE 4: ROADMAP & PROJECT PLAN

TIMELINE

PHASE 0: November 2011
PHASE 1: November 2011-Feb 2012
PHASE 2: Feb 2012-May 2012
PHASE 3: May-June 2012
PHASE 4: July 2012-Dec 2012