IT Transformation

IT Steering Committee Update

September 2009

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Observations & Principles

- IT is a highly decentralized operation, akin to many private sector companies in the 90s and other large research universities more recently.
- The base assumption is that the overall scale and nature of opportunities are similar to those found in some organizations 5-10 years ago, and that these opportunities can therefore be seized by similar means.
- Standardization of IT support is intended, for administrative functions but also for academic functions where possible.
- At the same time we need to recognize the non-corporate nature of UBC and that freedom of academic work and the necessary flexibility in IT service delivery must be maintained.
- Leadership of an integrated IT function must present tangible benefits to obtain collaboration from owners of distributed IT resources
- A significant focus must be on change management and service delivery to help deliver economic objectives

IT Transformation Overview

IT Transformation Program

Pilot Planning
July – October

- Value hypotheses
- Hypotheses validation
- Pilot scope outlines
- Pilot participant confirmation
- High-level solution design
- Pilot resource planning, mobilization & launch

Pilot Development
November +

- Solution detailed design
- Pilot project implementation
- Transformation program definition
- Transformation business case development

Full Transformation Deployment
April +

- Pilot project scope expansion
- Coordinated transformation process

Enablement Program

- Budget/Funding model
- Governance framework
- Time tracking
- Demand management
- Service management
- Project methodology
- Asset Tracking
- Service level framework
- Team structure optimization

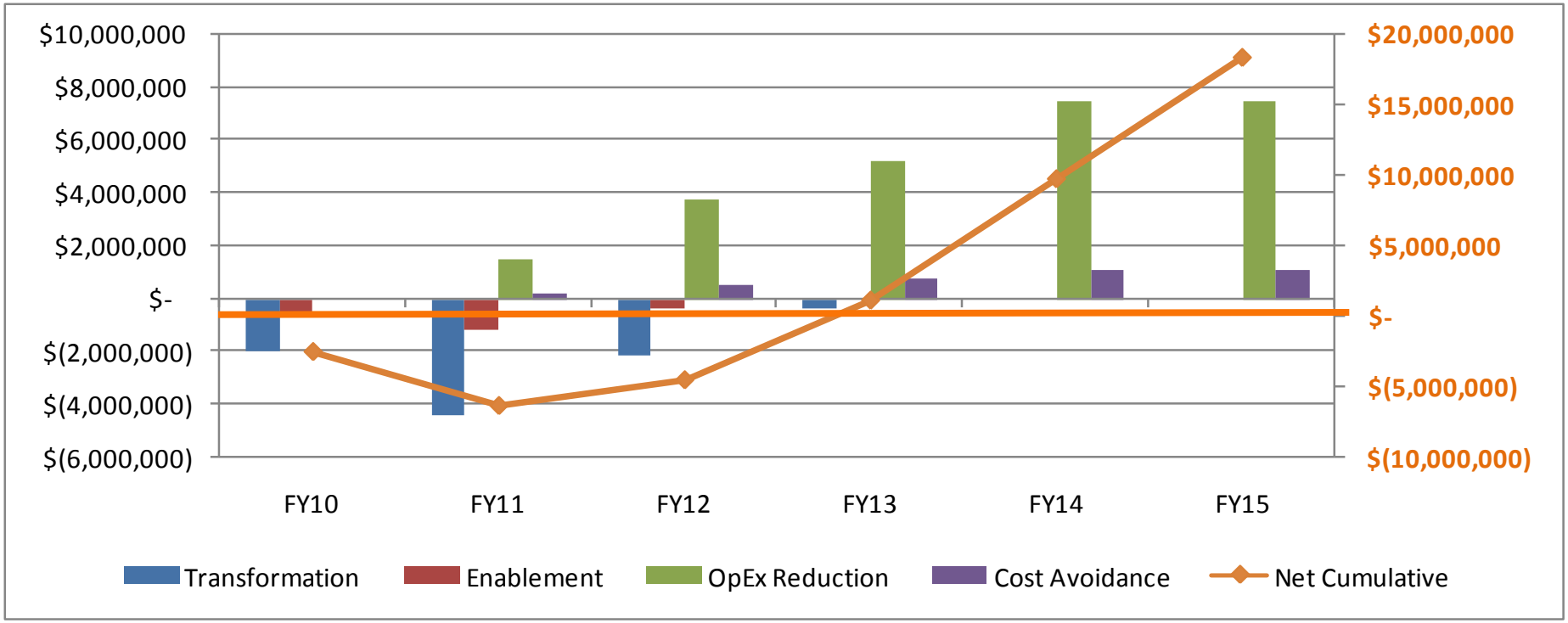
Target Transformation Initiatives

Initiatives	Contents	Benefits
Create Common Foundational Structures	• Shared technology principles, architectures &administrative solutions • Shared career framework for all IT professionals • Standard IT cost elements for financial tracking • Common security policies and practices	1. Enabling 2. Risk Reduction 3. Financial
Virtualize the On-line Working Environment	• Virtual Desktop environments • Virtual network technology (available now) • Virtual server provision (available now) • Virtual data storage (available soon)	1. Financial 2. Enabling 3. Environmental
Create Standard IT Operating Structures	• Standard IT operating processes • Common IT support tools • Shared resources pools for Project Managers, Analysts, Developers	1. Financial 2. Risk Reduction 3. Enabling
Establish a Unified Data Centre Strategy	• Provision of on-site and off-site physical space • Standard provision of virtual processing capacity • Shared co-location offered to researchers who wish to take advantage	1. Environmental 2. Risk Reduction 3. Enabling
Integrate Identity Management	• Shared mechanism for identity management • Several but unique systems of record (e.g., SIS, HRMS) • Open access for all end-user systems to identities	1. Enabling 2. Risk Reduction
Integrate Communications	• Staff/Faculty email distribution and calendar free/busy sharing • Integrate student communication between Faculties, Enrollment, Housing, etc • Deployment of digital phone system technology	1. Enabling 2. Risk Reduction 3. Financial

Faculty Pilot Participants

Faculty/ Admin	Pilot Participation	
Medicine (mainly MedIT)	• Common Foundational Structures • Virtualized On-line Working Environment • Standard IT Operating Structures	• Unified Data Centre Strategy • Identity Management
Sauder	• Common Foundational Structures • Virtualized On-line Working Environment	• Standard IT Operating Structures • Identity Management
Science (mainly Dean's Office)	• Common Foundational Structures • Virtualized On-line Working Environment • Standard IT Operating Structures • Unified Data Centre Strategy	• Identity Management • Integrated Communications (Staff/Faculty)
Applied Sciences (with ECE)	• Common Foundational Structures • Single Data Centre Strategy • Identity Management	• Integrated Communications (Faculty/Staff/Students)
FRO/HR	• Common Foundational Structures • Virtualized On-line Working Environment • Standard IT Operating Structures	• Identity Management • Integrated Communications (Staff/Faculty)
Students/ Enrolment	• Common Foundational Structures (Architectures/Security) • Virtualized On-line Working Environment	• Identity Management • Integrated Communications (Students)
UBC Okanagan	• Common Foundational Structures	• Standard IT Operating Structures

Investment/Benefits Timeline



- Annually recurring benefit of **$8.6M+** at take-up of **30-50%**
- **7.2%** of current $120M baseline spending
- One-time investment need **<$11M**
- Net cumulative cash benefit through to FY15: **$18.3M**
- NPV through to FY15, assuming 5.5% discount rate: **$13.1M**
- IRR through to FY15 of **52%**

Next Steps

- Assemble a core group of project leads
- Establish a small steering group specific to each initiative based on its set of pilot participants
  - University Data Centre
  - Virtual Desktop
  - Shared Operating Processes & Common Tools
  - Integrated Staff/Faculty Communication
- Define a project definition for each of the proposed initiatives
- Develop a business case for each initiative
- Confirm pilot scope and schedule for each initiative
- Refine overall cost/benefit profile of this transformation program
- Launch appropriate activities, which will vary between initiatives

Project lead resources required to enable an initial four-month launch period will be provided by UBC IT. Faculty and department will be asked to contribute subject matter experts based on their pilot participation.