Toward a New Model of IT Infrastructure and Service Delivery
TERMS OF REFERENCE

Mandate

Define and oversee the implementation of a new model for delivering and funding the necessary IT infrastructure and services at UBC. Many IT resources should be offered to the entire UBC community, while some services may be provisioned based on a person's role (e.g., faculty, staff, student, etc.).

Process

Start up

- Set context at CoD Retreat
    - Discuss the current state and implications if allowed to continue
    - Review, modify, and approve these Terms of Reference
- Establish two groups to address the mandate
    - Steering Committee (SC)
        - Broadly representative group that recommends the new model and implementation roadmap to CoD and Exec for approval
    - Working Group (WG)
        - Small subset of Steering Committee members that develops and proposes alternative models to the SC

Developing a New IT Delivery and Funding Model

- WG develops alternative models for the delivery and funding of IT infrastructure and services
- SC reviews, modifies, and recommends the new model for approval by CoD and Exec
- WG develops a roadmap to transition from the current model to the new model
- SC reviews, modifies, and recommends the roadmap for approval by CoD and Exec

Overseeing Implementation of the New Model

- Both the WG and SC should play an ongoing oversight role to ensure successful implementation outcomes
- Consider transitioning the SC to a standing IT Strategy Committee
- Consider transitioning the WG to a standing IT Funding and Investment Planning Committee

Outcomes

1. A new model of delivering and funding IT infrastructure and services
   - Identify the necessary IT infrastructure and services that should be available at UBC
   - Estimate their life-cycle costs
   - Identify appropriate funding sources
2. A roadmap to transition from the current model to the new model
   - The roadmap describes the process and mechanisms of resource allocation, critical success factors, and simple metrics to assess service levels

Steering Committee Composition

Members
- are nominated by their Dean or Administrative Head
- should have the ability and desire to take an institutional perspective on IT issues
- within the context of a UBC-wide perspective, will represent the views of their Faculties or units, rather than themselves individually
- need to ensure that the Dean or Head within their respective Faculty or unit is kept apprised and provides feedback on key issues

Representation
- Members of the Working Group
- Faculty representatives: Applied Science, Arts, Medicine, Sauder, Science
    - Faculty reps could be faculty members or faculty business officers
- UBCO representative
    - Gwen Zilm, Associate Vice President, Learning Services
- Administrative representatives
    - Senior person from each VP portfolio
- Student representatives
    - One nominee from each of AMS and GSS
- IT and Financial representatives
    - Ian Burgess, AVP Finance
    - Ted Dodds, CIO (Chair)
    - Greg Feldman, Director, Arts ISIT
    - Yolanda Gonzales, Manager of Finance, UBC IT
    - Peter Roberts, Acting CFO
    - Richard Spencer, Executive Director, UBC IT

Working Group Composition
- Ted Dodds, CIO (Chair)
- Andrew Glynn, Director of Financial Reporting and Budgeting
- Yolanda Gonzales, Manager of Finance, UBC IT
- Brian Lee, Faculty of Arts
- Neil MacLean, Director, Administration, Faculty of Applied Science
- David Shorthouse, Director, Finance and Administration, Faculty of Science
- Richard Spencer, Executive Director, UBC IT
- Sandy Tanaka, Sauder School of Business
- Mark Vernon, Faculty of Medicine