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

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<th>Initiatives</th>
<th>Contents</th>
<th>Benefits</th>
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| **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 Online 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

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<tr>
<th>Faculty/ Admin</th>
<th>Pilot Participation</th>
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| 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  
• Virtualized On-line Working Environment  
• Architectures/Security  
• 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.