



ADMINISTRATIVE REVIEW IMPLEMENTATION PLAN

WHO YA GONNA CALL?

**UC Merced Leadership Council
December 18, 2019**

ADMINISTRATIVE REVIEW



TIMELINE

February
2019

Administrative Review
Team conducts site visits



April-July
2019

End of semester
Commencement
Summer break



October
2019

OIT conducts 13
Listening Tour sessions
by invitation



December
2019

Present findings to UC
Merced Leadership Council



July-Oct
2018

OIT completes self-study
portion of the
Administrative Review



March
2019

Final Administrative
Review report delivered
(w/recommendations)



Aug-Sept
2019

OIT planning for
stakeholder engagement
via Listening Tour



October
2019

OIT All-Staff
brainstorming session



January
2020

Implementation
begins



RECOMMENDATIONS

ENGAGEMENT IN STRATEGIC PLANNING

Increase engagement of OIT leadership in strategic planning for the University, initiating their involvement early and often on campus planning and growth efforts.

EQUIPMENT REVIEW & REFRESH

Create critical equipment review and refresh cycles and fund appropriately.

DEEPER PENETRATION INTO UNIT OPS

Identify methods and strategies that allow for deeper penetration of OIT into unit operations.

STANDARDIZE SERVICES & PRODUCTS

Standardize services and products offered around the campus and increase outreach to campus partners to enhance end user understanding of OIT resources.



LISTENING TOUR

LISTENING TOUR

EXECUTIVE CONSTITUENT GROUPS

Office of the Provost	2
School of Natural Sciences	2
School of Engineering	2
School of Social Sciences, Humanities and Arts	2
Vice Provost for Faculty	1
Vice Provost and Dean of Graduate Education	1
University Librarian	2
Vice Chancellor for Student Affairs	1
Vice Chancellor for Research	1
Interim Vice Chancellor for Finance and Administration	1
Vice Chancellor, Chief Operating Officer	1
Assoc, Chancellor and Chief of Staff	1
Assoc Chancellor, Chief Diversity Officer	1
Chief Campus Counsel	1

What are some of the external forces experienced by your unit that impact your work?

What can OIT do to reduce the difficulties of these challenges?

What are some of the qualities of UC Merced's organizational culture that may challenge our success?

LISTENING TOUR

FUNCTIONAL CONSTITUENT GROUPS

Administrative Coordination Team

Human Resources

Procurement

Center for Institutional Effectiveness

Athletics

External Affairs

Design & Construction

Facilities

Accounting

Budget Office

Chief Academic Officers

Office of Undergraduate Education

Curriculum Managers

Auxillaries

Department of Public Safety

Enrollment Management

What are the top 5 - 10 applications your unit uses daily?

What can OIT do to make it easier for you to use these applications?

What are some of the barriers we (UC Merced) face in making technology easier to use?

EXECUTIVE

What are some of the external forces experienced by your unit that impact your work?

- Increased call for accountability, reporting
- Global volatility / disruption
- Rapid pace of change

FUNCTIONAL

What are the top 5 - 10 applications your unit uses daily?



FINDINGS

EXECUTIVE

What can OIT do to reduce the difficulty of these challenges?

- **Simplify and standardize**
- **Provide guidance, consultation & training**

FUNCTIONAL

What can OIT do to make it easier for you to use these applications?

- **More implementation support**
- **Training and communication**
- **Curated views for staff**
- **Leverage common solutions**
- **Help work with vendors**
- **Clarify terms of engagement**

FINDINGS

EXECUTIVE

What are some of the qualities of UC Merced's organizational culture that may challenge our success?

- **We're in a constant state of transition**
- **We negotiate many tensions and constraints**
- **We have uneven priorities and misaligned decision-making processes**

FUNCTIONAL

What are some of the barriers we (UC Merced) face in making technology easier to use?

- **We don't have a common language to talk about needs and priorities**
- **We haven't build a clear information architecture for shared documentation**
- **We incentivize work at the department level (we're too Balkanized)**
- **We don't invest in staff learning as a mission-related priority**
- **We don't prioritize an effort to reduce distractions (friction)**
 - **We have unrealistic expectations about how to navigate positive change (e.g. a fear of failure)**

FINDINGS

CREATIVE MATRIX EXERCISE



Enabler

Enabler

Enabler

Enabler

Enabler

Enabler

Enabler

Challenge
Question

How might we show technology so good that people will tell their mothers about it?

Challenge
Question

How might we become notorious for how well we understand the value of technology?

Challenge
Question

How might we (UC Merced) work as a team when we are distributed geographically?

Challenge
Question

How might we give our customers confidence about what we are about to do next?

CREATIVE MATRIX

CATEGORY

FACILITIES & ENVIRONMENTS

THINK ABOUT...

- PERMANENT STRUCTURES
- TEMPORARY INSTALLATIONS
- VIRTUAL WORLDS
- MOBILE ENVIRONMENTS

CATEGORY

SOCIAL MEDIA

THINK ABOUT...

- VIDEO & PICTURES
- POSTS & MESSAGES
- LIKES & SWIPES
- FRIENDS & NETWORKS

CATEGORY

HOTSPOTS & HANGOUTS

THINK ABOUT...

- LOCATIONS OF DAILY ACTIVITY
- HIGH TRAFFIC AREAS
- COMMON GATHERING PLACES
- ONLINE SITES

CATEGORY

PEOPLE & PARTNERSHIPS

THINK ABOUT...

- COMPANIES & THEIR LEADERS
- STRATEGIC PARTNERSHIPS
- SPOKESPEOPLE
- EVANGELISTS

CATEGORY

SURPRISE & PROVOCATION

THINK ABOUT...

- TRANSFORMING SPACES
- UNEXPECTED EXPERIENCES
- POP-UP ENTERTAINMENT
- GUEST APPEARANCES

CATEGORY

MOBILE & WEARABLE TECH

THINK ABOUT...

- PHONES
- TABLETS & E-READERS
- WATCHES & ACTIVITY TRACKERS
- EMBEDDED SENSORS

CATEGORY

GAMES & COMPETITIONS

THINK ABOUT...

- MOTIVATIONS
- REWARDS, BADGES, POINTS, AND PRIZES
- TEAMWORK
- SCORING AND LEADERBOARDS

CATEGORY

INTERNAL POLICIES & PROCEDURES

THINK ABOUT...

- DIAGNOSTICS & ASSESSMENTS
- INCENTIVES & REWARDS
- TRAINING & EDUCATION PROGRAMS
- COMPANY GUIDELINES

CATEGORY

TECHNOLOGY & DIGITAL MEDIA

THINK ABOUT...

- MOBILE DEVICES & WEARABLE TECH
- SOCIAL MEDIA
- GAMING & SIMULATIONS
- EMBEDDED SENSORS / INTERNET OF THINGS

CATEGORY

EVENTS & PROGRAMS

THINK ABOUT...

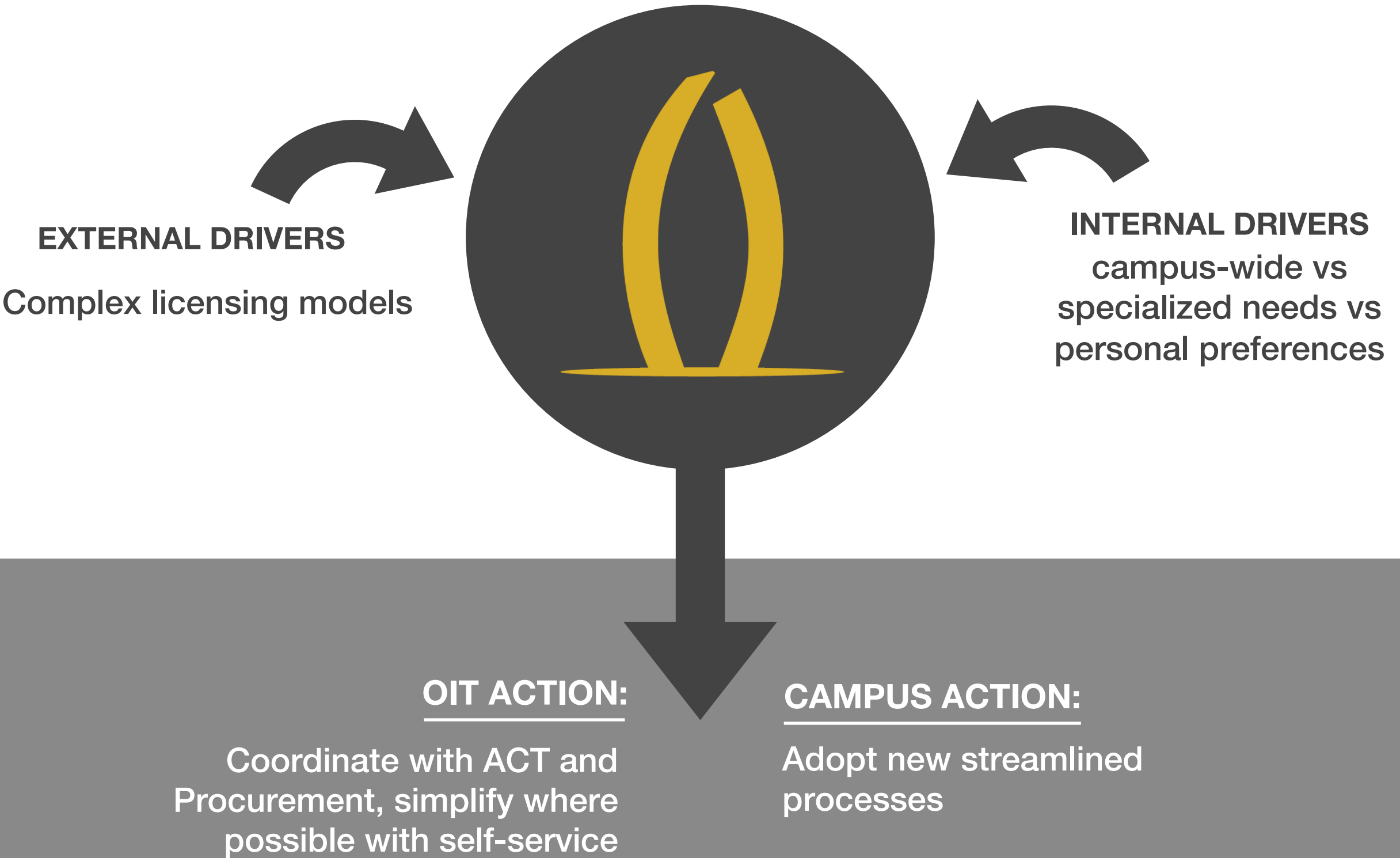
- MEET-UP EVENTS
- CONFERENCES & SYMPOSIUMS
- WORKSHOPS & COURSES OF STUDY
- PEER-TO-PEER FORUMS

ENABLERS

PAIN POINTS

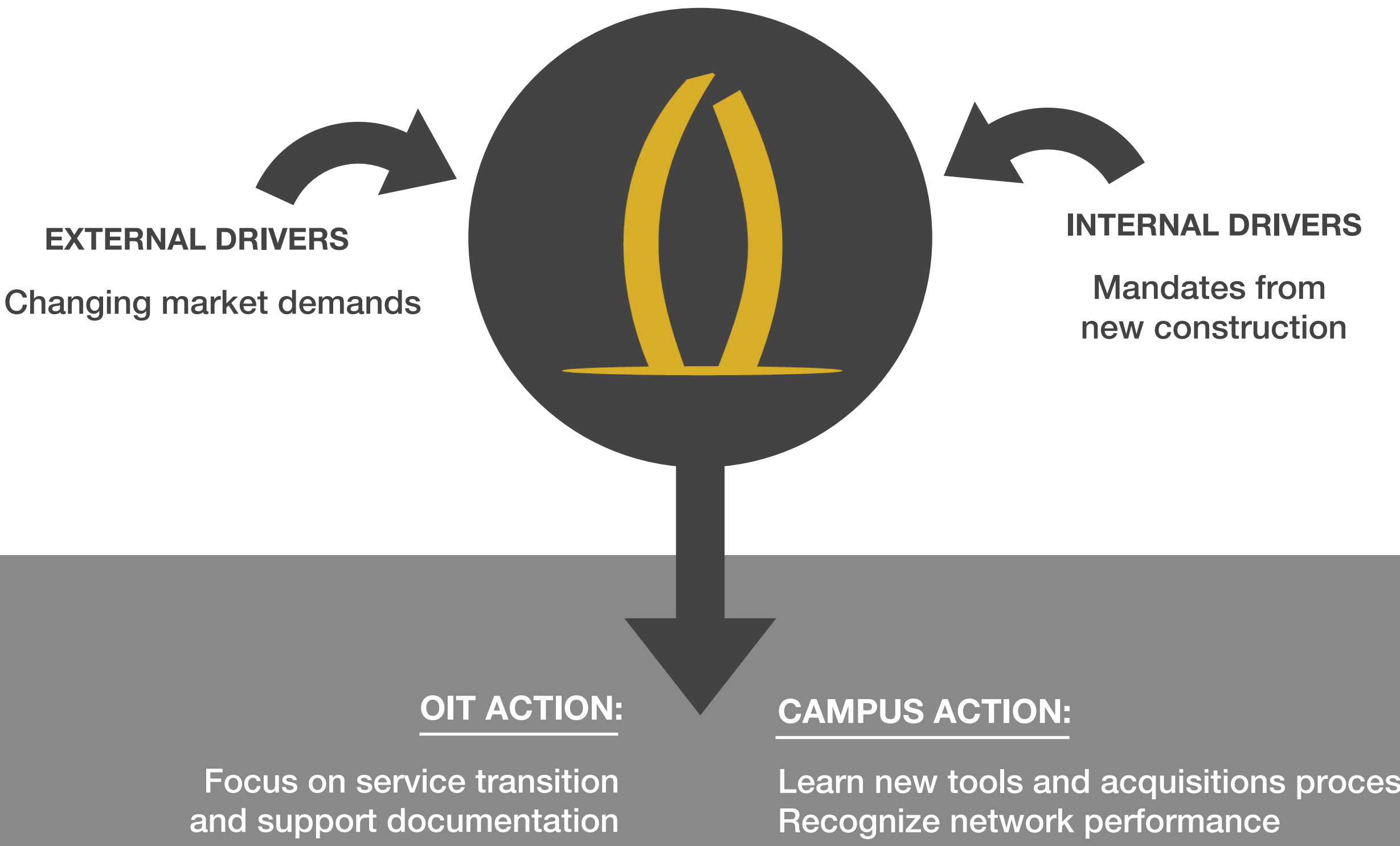


SOFTWARE PURCHASING



PAIN POINTS

VOIP



AUTOMATION

EXTERNAL DRIVERS

Changing norms for business processes

INTERNAL DRIVERS

Transition from manual to digital to gain efficiencies
Reallocate effort to mission-critical/high value work

OIT ACTION:

Focus on service transition and support documentation

CAMPUS ACTION:

Fund appropriately, redesign processes, adopt new tools

IMPLEMENTATION PLAN



QUICK WINS

Enterprise
App
Roadmap

IT
Onboarding

Staff-
Curated
OIT
Services

App
Inventory

OIT
Roadmap
(handout)

ENGAGEMENT



BURNING TECH
TECHXPO
TECHHELLA
TECHSTRAVAGANZA
TECH TBD ???

Yearly tech-based event showcasing services, projects, and resources



LISTENING EVENTS

Continuing quarterly stakeholder engagement



WEBINARS

Monthly webinars on critical topics identified through listening events and OIT planning.

ENGAGEMENT



POSSIBLE WEBINAR TOPICS INCLUDE:

OIT PROCESSES

- Technology & Change Management
- Technology & Flexible Work
- My Big Fat Pain Point
- Economics of IT
- Differing Perspectives on IT
- The Importance of Data Backups
- Research IT
- Scrum Methodologies

EMERGING TECHNOLOGIES

- Wearables & Sensors
- SQL
- Emerging Research Technologies

OIT SERVICES

- Product Showcase - Box
- IT Basics at UC Merced
- A Day in the Life in OIT
- New Service Demo - VPN
- Identity Management & 2FA

GENERAL IT TOPICS

- How We Manage an Incident
- How Networks Work
- Service Transition
- Anatomy of a Project
- Infrastructure & Process

CURRENT STATE

1

OIT will design, deliver, and refine training and support solutions that enable self-service, leverage the OIT knowledge base, and improve the UC Merced OIT technology experience for faculty, staff and students.

2

OIT will develop and track key performance indicators (KPIs) that demonstrate continuous improvement across divisions.

3

OIT will define and publish standards for infrastructure, applications, data, business operations, financial planning, & communications for use in developing technical roadmaps, project management best practices and service transition and delivery.

OIT Goals Strategy

Projects

**Change Management &
Lean Six Sigma
Investments**

IT Website

MOVING FORWARD

**Partnership
with Campus Units**

Joint Council Updates

**Faculty Advisory Committee
(Academic Senate)**

IT Global Funding Model

Student Input

**Campus Integrated
Planning Process
Run | Grow | Transform**

