University of California, Berkeley

Operational Excellence

IT Governance

In UC Berkeley's quest toward Operational Excellence, every OE initiative team is proposing recommendations for investment in IT systems and technologies. Given their importance and pervasiveness—both across OE initiatives and beyond—an IT governance structure is essential, with sufficient responsibility and authority to help assess, prioritize, and coordinate new efforts with ongoing projects, processes, and operations.

Summary

While the campus has a framework for addressing how IT decisions are made and how IT operations occur, much of the current IT governance structure is incomplete and fragmented, resulting in a significant lack of coordination across the University's technology environment. In addition to a lack of consistency and connectedness across existing campus governance and oversight bodies, often these groups are inadequately staffed. Even when they exist, current structures lack the authority to enforce best practices guidelines and standards. In its current state, it is nearly impossible for the campus to leverage technology to achieve the efficiencies needed to optimize or reduce IT spending.

This proposal calls for the establishment of an institution-wide governance model with clearly articulated decision rights and accountability. This Cabinet-level IT decision-making and policy body would drive an IT strategy and program that serves the entire campus—particularly one with far fewer autonomous IT organizations. A component of the proposal is an accessible campus-wide "process map" of IT governance that describes how IT investment, divestment, and architectural strategies are vetted, along with a dashboard of key performance metrics to assist senior leadership and facilitate their active involvement in decision-making. These changes represent important foundational efforts that will enable other IT reform proposals, reduce effort spent on sub-optimal projects and redundant efforts, and provide needed oversight and coordination of IT expenditures.

Delivering the Vision

A strong IT governance structure will help achieve the vision of Operational Excellence by reducing administrative costs, advancing an effective and efficient operating environment, and instilling a culture of continuous improvement. This project proposed OE investment of $3.9 million; although no direct financial savings are associated with this proposal, it represents important foundational efforts in relation to other IT reform proposals.

Timeline

Research and support will commence in fall 2011; a structure for IT governance will be delivered by the end of 2011; and changes to the chart of accounts accomplished and collection of key metrics will begin by spring 2012.

Leadership

Sponsor: Shelton Waggener, Associate Vice Chancellor and Chief Information Officer

Sponsor: Paul Wright, Professor of Mechanical Engineering and Director, CITRIS

Design Phase Initiative Manager: Lyle Nevels, CIO, Haas School of Business

For More Information

Complete copies of the Information Technology Business Case as well as the Request for Resources and the proposed budget for IT Governance can be viewed online at the OE web site at http://oe.berkeley.edu

Questions and comments about this proposal for the initiative team: oe@berkeley.edu

Questions about Operational Excellence: oe@berkeley.edu