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# FROM INNOVATION TO IMPLEMENTATION CAMPUS LISA 2019

June 26, 2019 Rady School of  
Management UC San Diego

**REGISTER TODAY!**

Tom Andriola  
Vice President & CIO  
University of California System  
CIO, UC Health  
Advisor, Calit2 at UCSD  
Advisor, CDHI at UCSF

# *UC is an important engine for California*



Educational opportunity  
& economic mobility



Food & Ag



Patient Care  
Research  
Education



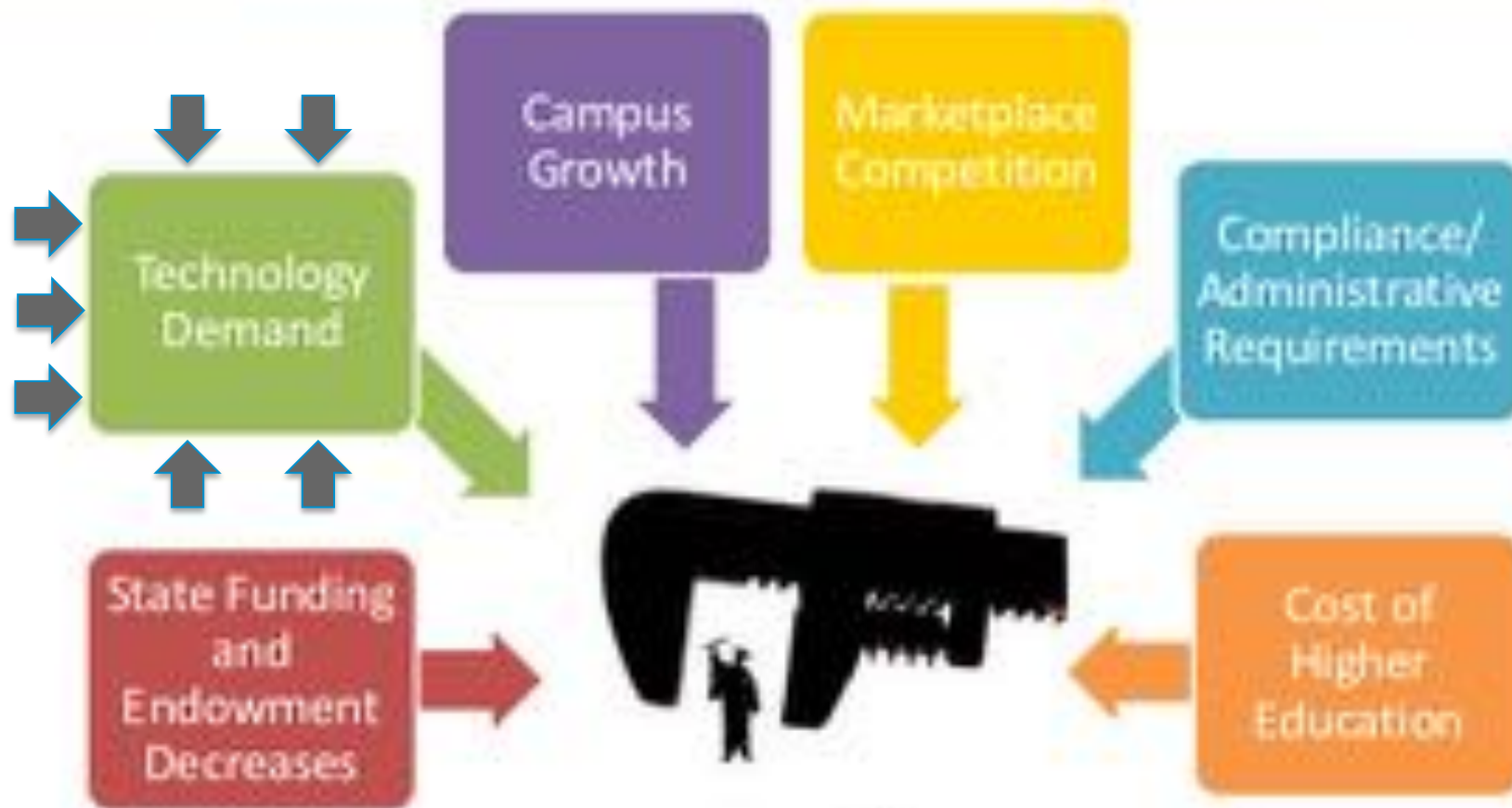
Research  
excellence

# Pressures on Higher Education



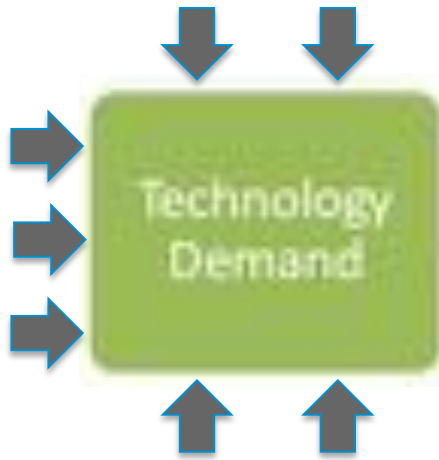
**FEELING THE "SQUEEZE"**

# How do we embrace this opportunity?



FEELING THE "SQUEEZE"

# *How do we not trip ourselves up?*



# *“Image is Everything”*

*-- Andre Agassi*



# *“We’re IT: We put the NO in innovation”*



*“This is what it feels like with the tools we get from you”*





# *From Innovation to Implementation*



Universities may work by 1,000  
flowers blooming,



but great organizations take  
innovation to scale.

# *How do we not trip ourselves up?*



*This is the UC System*



In genetics, you can't change the gene,  
but you can alter the gene expression

We have much more in common than we  
have uniqueness

Community and Culture are more  
important than Strategy

Driving Objectives

**Public Service**

Build expertise in accessibility

**People**

Build the leadership pipeline and talent management process  
• Develop a future workforce strategy

**Risk Management**

Reduce data privacy risks associated with cloud offerings • Strengthen UC's cybersecurity posture

**Research Mission**

Inventory and promote IT capabilities to support researchers

**Financial Sustainability**

Drive more IT procurement through enterprise contracts  
• Promote a common IT architecture and shared analytics capabilities

**Education Mission**

Leverage locations' learning analytics work for the system • Make electronic content accessible

true north

# true north

## Building the Community

Find all community links  
on the UC IT Portal!



Subscribe to the  
UC IT Blog



[cio.ucop.edu](http://cio.ucop.edu)

Follow the @ucalifornia\_it  
Instagram account



Stay updated with the  
@ucalifornia\_it Twitter  
account



Join the UC IT  
Professionals Network



Become part of the UC Tech  
Slack team!



University of California 2018

*Culture*  
&  
*Community*

# Community needs “connective fabric”



A screenshot of a Slack channel named "#research-it" within a workspace named "UC Tech". The channel has 10 members and a search bar. The conversation includes a long message from a user with a profile picture of a person with glasses, discussing a research institute's need for a platform. The message is followed by a date separator for "Friday, April 27th". Then, a message from "Wilson Cheung (UCSD)" asks if the user is strictly tied to Google App components. This is followed by a message from "Annette Rugg (UCLA)" who responds that they are not tied to Google App components and that leveraging existing tools is better for adoption. Another date separator for "Tuesday, May 1st" is shown, followed by a message from "reynest" stating they joined the channel along with Eric Cavanna. The bottom of the screenshot shows the Slack input field with a plus sign and the text "Message #research-it".



# The Blog: "The Story of Us"



UC IT Blog

Creating value through collaboration

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UC San Diego Updates edX Platform to Improve Online Learning Experience



UCTech 2019 Registration is Open



Get to Know the UC Research IT Committee



Video: Professor Jennifer Urban on Cybersecurity Legal Issues



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## UC San Diego Updates edX Platform to Improve Online Learning Experience

UC IT Blogger | May 8, 2019 | IT Services, Karen Eberstein, Open edX, UC San Diego, UCSD



By Mark Hersberger.

The University of California San Diego was collecting test scores and other learning metrics from 1.4 million students engaged in its offering of 90 massive, open, online courses (MOOCs). However, due to incompatibilities between the data format...

READ MORE



# Community: Research Facilitation



# *Community: UC Health Data Day*



# Reinforcing community & culture

*Share, Copy, My Flavor, Go!*

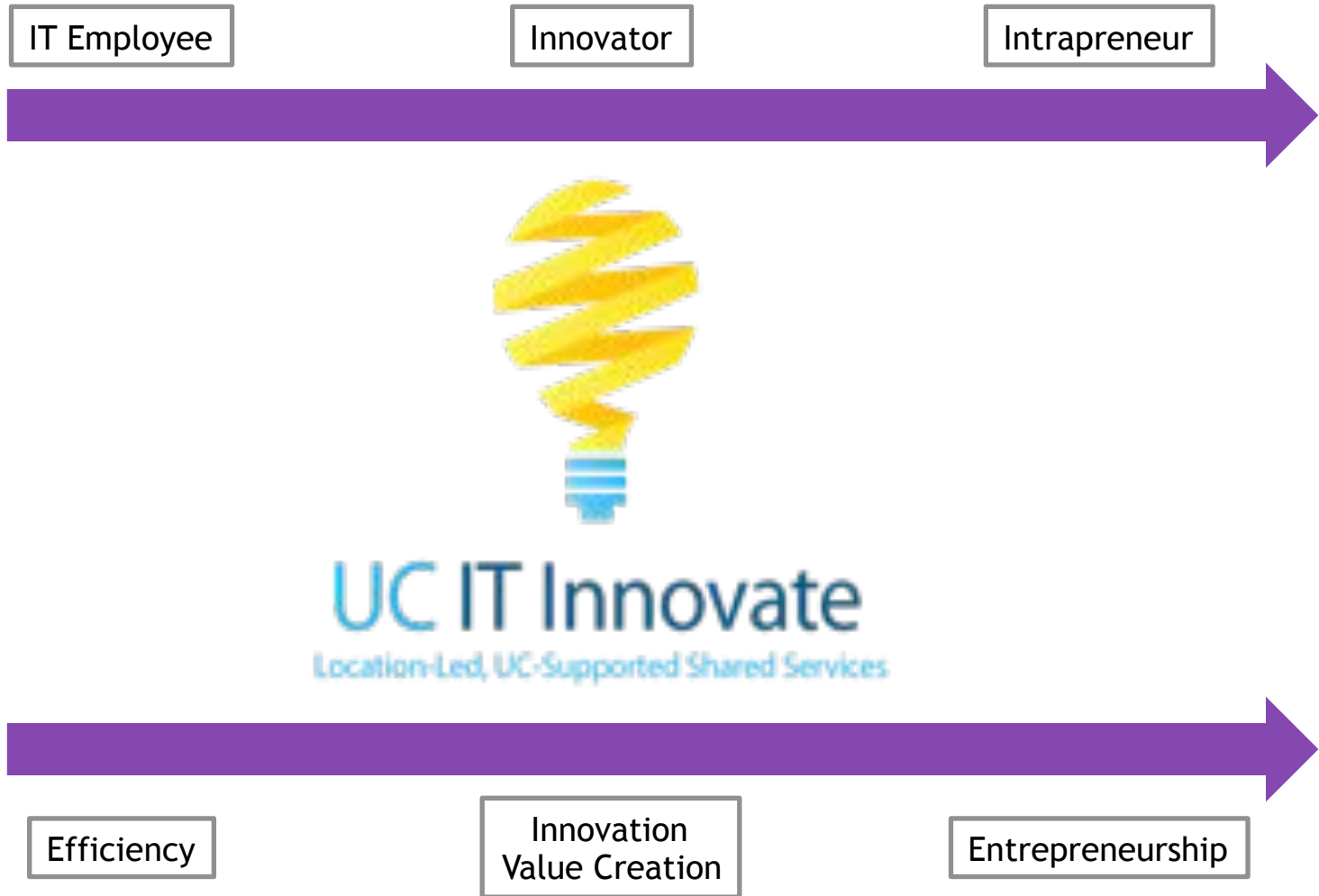


**WAVE@UC San Diego**



**WAVE @UC Merced**

# *Innovation en mass*



# *What you can do*

- Continue to do a great job every day
- Make part of your job gaining time back for innovation (your definition)
- Leverage the collective intelligence of community
- Share key messages with others
- Help expand the community
- Keep innovating (trying stuff)
- Lean in, join in, make a difference

# *Community: Annual event*

**UCTech 2019**

**July 15-17**

**"IT Uncorked: Unleashing the  
potential of our IT ingenuity."**



*Thank you . . . TEAM UC*

Together  
Everyone  
Achieves  
More





Cover in Questions/Discussion

# *UC is an important engine for California*

- Educational opportunity & economic mobility
  - 270,000+ students
  - 42% UC undergraduate students are first-generation attendees
  - 45% CA low-income residents received Pell Grants to attend UC
- Research excellence and innovation catalyst
  - USD \$5.5B sponsored research per year
  - 61 noble laureates
  - UC produces more patents than any other US university, averaging nearly **five (5)** new inventions every day
- Healthcare
- Food & Ag
  - 70% of USA's fruits and 33% vegetables grown in the state

# *What we've learned along the journey*

- Community platform is fundamentally different
  - Bottoms-up, not Top-down
  - Invited, not Sold
  - Organic, not Managed (messy, ambiguous)
- Workable strategies
  - Let 1000 flowers bloom when required (divergent then convergent)
  - Leveraging scale for value - bend curves and create inflection points
  - Tip of the spear
  - Collation of the willing
- Mentality
  - No one is as smart as always
  - Support “leading from the middle”
  - Develop a time to value (TTV) mentality

# *Community: UC IT Leadership Academy*



# ***Why communities work?***

- ***Like minded***
- ***Common struggle***
- ***Kindred spirits***
- ***Inclusive mindset***
  
- ***It really works***

# *Building partnership*



# ***UC Mission***

A photograph of a large fleet of sailboats on a blue ocean under a clear sky. The sailboats are scattered across the horizon, with some in the foreground and others further away. The water is a deep blue with small ripples. The sky is a pale, clear blue.

***The privilege to:***

- Create the Future***
- Make People Better***

# UCITI Commercial Success Stories





# UC IT Community (8000 IT professionals)

Blog Contributors (April 2019)

50%

guest posts

8

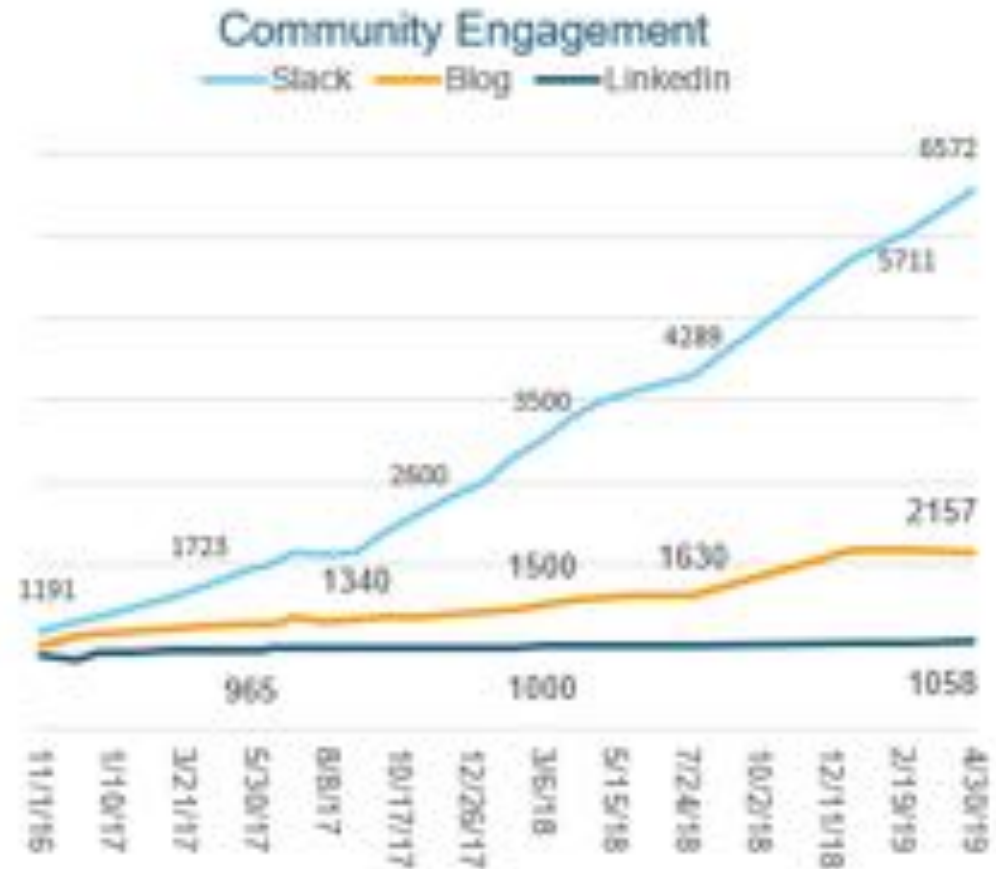
unique contributors

Latest UC IT Tweets

**@bretcpolak** May 8, 2019  
Great collaboration with the Basic Needs group @UCSanDiego. Download the mobile app at [mobile.ucsd.edu](http://mobile.ucsd.edu)  
[twitter.com/problms/status/...](https://twitter.com/problms/status/1128111111)

**@innovateshealth** May 8, 2019  
Got a little press! Hope to make a big impact! UCLA Health launches healthcare innovation challenge | Health Det...  
[twitter.com/i/web/status/1...](https://twitter.com/i/web/status/1128111111)

**@CENICNews** May 8, 2019  
**CENIC** How can the UC Research IT Committee help you? RTC's Valerie Polchar on support of research facilitator service...  
[twitter.com/i/web/status/1...](https://twitter.com/i/web/status/1128111111)



# UCSD Stories, examples

UCSD campus: Robust and highly active governance related to enterprise systems, analytics, educational technology and research IT services

- o UCSD campus: Community of Practice model with a full-time CoP facilitator/leader has worked very well in the business and student analytics areas
- o UCSD-H: Broad deployment of over 600 dashboards with a federated analytics model to align with business goals (you are welcome to use the attached slide)
- o UCSD community: Conversion of student health services to Epic EMR this summer to support population health and across the care continuum

UCSD working with UCM on The Cave